

CRANFIELD UNIVERSITY

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AN EXPLORATORY STUDY OF CEO PRACTICES IN AN EMERGING ECONOMY

SCHOOL OF MANAGEMENT

DBA THESIS

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An exploratory study of CEO practices in an emerging economy

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ABSTRACT

This study of CEOs in Nigeria sought to discover the practices that CEOs engaged in as relevant and effective in an emerging economy. Twenty eight CEOs of national and expatriate extraction running national and multi-national companies were interviewed to understand their experiences of the contextual influences of an emerging economy and how this impacted what they did, ie. their practices. In support of contingency theories that seek to explain how effective leadership is the result of appropriateness of fit between particular behaviours and particular situations, CEO practices in an emerging economy were found to be attributable to the macro influences of an emerging economy, discovered in the Nigerian environment to include: - undue government influence, unwholesome competitor practices, short supply of skills and talent, inadequate social and physical infrastructure, a large untapped market and poor government capacity to implement policies and laws. The inclusion of previously unresearched but potentially relevant meso and micro influences of company type and CEO nationality status led to the discovery of additional CEO practices that were perceived to be relevant in an emerging economy context and the attribution of differences in CEO practices to the individual or combined influence of these contexts. A conceptual model derived from the findings of this study provided a new understanding of the relationship between the macro influences of an emerging economy, the meso influence of company type and the micro influence of CEO nationality status on CEO practices and the intended outcomes of those practices. Practical knowledge about the development of business leaders in an emerging economy has been extended as a result of deeper insights into the contextually influenced and relevant CEO practices in an emerging economy.

Keywords: CEOs, business leaders, CEO practices, emerging economy, contextual influences, Nigeria

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LINKING DOCUMENT

This doctoral research study involved three related research projects, documented in individual research reports. This linking document seeks to provide an overview of the entire DBA in one comprehensive document, i.e. making the clear connections between my research interest and rationale, the research approach and process, the findings of the research and the contributions of the research to knowledge and practice.

1.0 Rationale for the research

In my capacity as a senior executive and subsequently the business leader (Country Managing Director, CMD) of a global business consultancy in Nigeria, I observed and experienced firsthand the peculiar economic, political and social characteristics that the Nigerian operating environment presents to businesses and to individuals fulfilling business leadership roles. These characteristics included but were not limited to:

- Government policy inconsistency as the country strives to develop and implement ‘homegrown’ economic and national development strategies to address the specific needs and challenges of the country
- A large centralised government bureaucracy that frequently intervenes in the private sector and not always to good effect
- A fledgling and nascent democracy, and the political volatility and resulting instability this causes in the business environment
- A lack of capacity in regulatory institutions and government agencies leading to poor policy execution and monitoring
- Infrastructure challenges that increase the cost of doing business
- Significant social and human development issues.

The combined effect of all of these characteristics is an uncertain and sometimes volatile operating environment that makes decision making, strategic planning and execution particularly challenging for business leaders. On several occasions, I found myself struggling to manage the impact of this uncertainty, while striving to deliver on financial and other performance metrics. During this time, I was acutely aware that my counterparts in more

developed economies did not have the same characteristics or influences in their market and as such were probably better able as business leaders to plan and deliver on expected results.

This was further compounded by a feeling of a lack of preparedness for the CMD role and its demands. My leadership development experience as a senior executive and preparation for the role of CMD comprised activities that were designed and developed primarily in the US and based on senior executive competency models that were universally applied across countries in which the company had operating entities. While accepting that an organisation as large and diverse as this multi-national might not develop leadership training that was specific to the needs of each operating entity, I did observe that national companies also appeared not to be making concerted efforts at preparing business leaders in Nigeria for this environment.

I navigated this complex uncertain environment successfully based on an ad-hoc and intuitive approach and without any formal and deliberate training or development to meet the peculiar challenges and requirements of this environment.

These experiences and observations suggested to me that other CEOs in Nigeria might well be ill-prepared to manage or mitigate the challenges that the external operating environment presents to them and could result in sub-optimal organisational performance.

A better understanding of what aspects of and in what way the macro contextual factors of an emerging economy influence CEO practices could open the possibilities for informing contextual leadership development and in turn the improvement of organisational performance of businesses in emerging economies.

2.0 Justification for the Research Proposal

In exploring and scoping potential areas of academic literature to discover what is known about these issues and to develop a research proposal that would progress knowledge in this area, I sought to understand:

- How business leader behaviour is impacted/influenced by context
- What business leaders need to be able to do to be effective in particular contexts.

As I am interested in exploring the impact of context on leadership effectiveness, two domains of literature would appear to be relevant. Firstly literature around the construct of

leadership and secondly literature around the nature of contextual/environmental influences. Given the size of academic and practitioner literature on leadership I have narrowed the leadership domain to contingency theories of leadership to achieve better focus and clarity. The contingency theories of leadership literature should assist in providing the theoretical framework to my research proposal. The literature on environmental influences will help to improve my understanding of how contexts are defined for the purposes of organisation research and study. Of particular interest are the overlaps of these literature domains ie the impact of various environmental influences on leadership behaviour and attributes.

Given my earlier observations that as a chief executive in an emerging economy, I did not have any formal and deliberate training or development to meet the peculiar challenges and requirements of this environment, it occurred to me that this research could also inform how business leaders are prepared and developed for the particular context in which they operate. I have therefore also included a review of literature that examines leadership development and how the development of business leaders is influenced by context.

It is my intention that this review will provide additional insights into what is known about business leadership and CEO practices and their development in an emerging economy and inform the direction of my research.

The findings of this literature review are documented below.

2.1 Contingency Theories of Leadership

Leadership as a social construct and the systematic social scientific study of leadership commenced in the early 1930s and has progressed rapidly since then. Reflecting on the academic contributions of more than seventy years of leadership studies, Jago (1982); Behling and Rauch (1985) and House and Aditya (1997) discovered that leadership research has progressed from *universal traits* research that was concerned with the traits and characteristics that differentiated leaders from non-leaders, to *universal behaviour* research that was interested in discerning the behaviours that were or should be exhibited by good leaders and to *situational traits* and *situational behaviour* research that dismissed the idea that successful leaders perform in the same way all the time. It was the combination of failure to find universally effective leadership behaviours and the contingency propositions of organisational theorists that led to the advancement of theories that sought to explain the

differences in leadership behaviour in different situations. Between 1967 and 1988, five contingency theories that sought to explain how effective leadership is the result of the appropriateness of fit between particular behaviours and particular situations were advanced (Fiedler Contingency Theory (1967); Path Goal Theory (1971); Life Cycle Theory (1982); Cognitive Resource Theory (1987); Decision Process Theory (1973 and 1978)). The situations researched in the postulation of these theories have included task structure, leader-member relations, position power, subordinate characteristics, leader intelligence and experience, job or boss related stress, follower maturity and readiness and subordinate involvement in decision making, which are primarily intra-organisational or internal contexts.

In other words contingency theories of leadership represent a micro level view of individual leadership – how individual behaviour can be influenced by factors in the internal context of the individual. These studies also appear to suggest that there is no universally agreed upon set of factors that comprise the context for examining leadership behaviour in different situations.

While not seeking to specifically add to contingency theories of leadership, exploring the external contextual influences of an emerging economy on individual leaders (CEOs) within a contingency theory framework could be useful and lead to better understanding of situationally influenced practices of business leaders in an emerging economy.

2.2 Impact of context on leadership behaviour

While not all these contingency theories have enjoyed empirical support, scholarly interest in the impact and influence of different aspects of context on leadership behaviour, styles and practices has not waned and the study of leadership in various contexts has advanced knowledge of leader behaviour or traits that are required to be effective in those contexts. Pillai and Mendl (1988), Pawar and Eastman (1997), Shamir and Howell (1999) discovered that organisational states characterised by crisis, uncertainty, complexity and change facilitate both the emergence and effectiveness of charismatic and transformational leadership. In an attempt to explain this phenomenon, Waldman and Yammarino (1999), suggest that during periods of upheaval, ambiguity and stress, people are helpless, anxious, frustrated and need direction. They will therefore readily and eagerly accept or be receptive to the influence of a leader who seems to have high confidence and a vision of the future i.e. a charismatic or transformational leader. Beugre, Acar and Braun (2006) examined leaders in volatile

environments and observed that the extent of volatility of the environment and the level of leadership receptivity demonstrated by followers will lead to the emergence of three kinds of transformational leaders – revolutionary, evolutionary and transgressor with different behaviours and attributes. Osborn, Hunt and Lawrence (2002) observe that as organisational context moves from stability to ‘edge of chaos’ leader’s information processing approaches change to conform/align with the context. House, Javidan, Hanges and Dorfman (2002) postulate that leadership prototypes, leader behaviour and leader acceptability are moderated/influenced by the cultural context and that leader behaviour and styles effective and accepted in one culture are not effective or acceptable in another culture.

These studies imply that leaders are conforming to/aligning their behaviour and style in order to be effective in the context in which they find themselves. These studies also appear to imply that the kind of leadership practices that emerge in a particular context are those that are required to be effective in that context. These studies appear to have focussed on leader behaviour and style and little appears to have been done to understand what leaders do or have to do to be effective in these situations i.e. what practices they have to engage in. My initial proposition was that there could be a need for different or additional leadership practices in the Nigerian context.

2.2.1 Impact of culture on leadership behaviour

Leadership research in a cultural context has been mainly developed from a single conceptual framework provided by Hofstede (2001) in a seminal cross cultural research study. Hofstede defined culture as “the collective programming of the mind that distinguishes the members of one group or category of people from another”. Hofstede (2001, p.9). He identified four and later five dimensions of culture that differentiated nations. These were the dimensions of uncertainty avoidance, masculinity/femininity, power distance, individualism/collectivism and later long term/short term orientation.

More recently, Project GLOBE, a research study focussed on culture and leadership in 62 nations, defined culture as “shared motives, values, beliefs, identities and interpretations or meanings of significant events that result from common experiences of members of collectives and are transmitted across age generations.” (House, Hanges, Javidan, Dorfman, Gupta, 2004, p.15). The GLOBE study identified nine dimensions of culture, six of them having their origins in the Hofstede dimensions (future orientation, power distance,

institutional collectivism, in-group collectivism, uncertainty avoidance and gender egalitarianism) and three new dimensions of performance orientation, assertiveness and human orientation (House et al ,2004).

While discovering a number of leadership attributes that are universally desirable (22) and universally undesirable (8) i.e. either desirable or undesirable regardless of culture, the GLOBE study also accepted that many leadership attributes are culturally contingent i.e. desirable in one culture but undesirable in another.

The GLOBE research programme was guided by a Culturally Endorsed Implicit Theory of Leadership (CLT) that states that attributes and entities that differentiate a specified culture are predictive of organisational practice and leadership attributes and behaviours that are most frequently enacted and most effective in that culture.

While accepting that leadership in Africa bears many similarities to that in other regions of the world, Bolden and Kirk (2009) found that cultural and contextual factors also have a significant part to play in the construction and enactment of leadership. However, they argue that approaches other than the ‘dimensionalisation of culture’ such as those utilised in the studies by Hofstede and project GLOBE be applied to understand the cultural differences and the influences of these differences on leadership.

Shahin and Wright (2004); Kim, Dansereau, Kim, Kim (2004); Selvarajah and Meyer (2006); Bubic and Pavic (2007) and Jayakody (2008) in single country studies in Egypt, South Korea, Malaysia, Croatia and Sri Lanka identify additional attributes and styles of effective leaders that could be explained by the cultural norms and practices of these nations. In addition, cross country comparisons by Schneider and Meyer (1991); Yeung and Ready (1995); Ardichvili and Gasparishvili (2001); Boehnke, Bontis, Di Stefano and DiStefano (2003); Zagorsek, Jaklic, Stough (2004); Lok and Crawford (2004) and Matviuk (2007) provide empirical evidence that the capabilities required to lead effectively may vary from country to country and can be explained from a cultural perspective.

These studies have examined the impact of national cultures on leader behaviour, attributes, styles and capabilities, but with the advent of globalisation, cultures are ‘imported’ into countries and examination of the impact of these imported cultures on leader behaviour,

imported either through expatriates working in a country or local entities of multi-nationals operating in the country, could advance knowledge on the impact of culture on leader behaviour.

2.2.2 The impact of globalisation on culture

Research on the impact of culture on leadership appears to have been predominantly conducted on a country and national culture paradigm. However, with the advent of globalisation and the pervasiveness of multi-nationals, it can no longer be assumed that all business leaders in a country are nationals of that country. As such, business leadership may be impacted by not only the national culture of the country but also by the national culture of the individual enacting that leadership in the instance where he/she is an expatriate to the country.

Scandura and Dorfman (2004) coined the term ‘cultural convergence’ to describe multi-nationals’ application of the same policies across countries regardless of cultural specifics that test the contingency validity of discrete cultural dimensions applicable across nations and organisations. My observations as a Nigerian CEO of a multi-national’s operating entity in Nigeria and the findings of GLOBE and other studies cited above suggest that this phenomenon of cultural convergence, especially as it relates to the practices of business leaders (CEOs), be subjected to more robust empirical research to ensure that companies are developing business leaders that can be successful in their particular contexts.

2.2.3 Defining other contexts that influence leadership behaviour

There appears to be great diversity in the contextual influences that impact or influence leadership behaviour and as evidenced from the research above, they include both internal (to the organisation) and external influences.

While Porter and McLaughlin (2006) examined the interaction of organisational context and leadership behaviour and identified some consensus around seven contextual influences of culture, goals and purposes, people, processes, organisational state, organisation structure and time, Osborn, Hunt and Lawrence (2002) suggest that context can be so complex that no single microscopic view is sufficiently detailed and comprehensive to suggest a singular productive view of leadership and leadership effectiveness.

In other words, the impact of context on leadership and leadership effectiveness will continue to benefit from additional dimensioning and explorations of contexts and contextual influences.

2.2.3.1 The contextual influences of an economy

With a specific interest in the potential extent of influence of the nature of an economy on what a CEO/business leader does or needs to be able to do to be effective i.e. CEO/business leader practices, an initial review of reports by multi-lateral institutions assisted in the dimensioning of the contextual influences of any economy. These reports <http://web.worldbank.org/WBSITE/EXTERNAL/NEWS>, <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES>, <http://www.IMF.org> identified the following influences:

- **Social environmental influences** that provide an indication of human development such as life expectancy, infant mortality, quality of education, school enrolment, access to water, access to health care and medical facilities, literacy levels (adult), gender equality, culture, infrastructure availability (power, transportation), human rights violations, occurrence of social unrest, importance ascribed to ethnic, tribal and religious affiliation.
- **Economic environmental influences** that indicate macro-economic stability such as GDP and GNP growth rates, nature of wealth, inflation and interest rates, access to credit and private sector funding, quality of human capital.
- **Business environmental influences** that describe the nature of the business environment such as contract enforcement, company registration processes, labour laws, corruption, openness of trade and investment policies, political maturity, quality of government/regulatory institutions.

These indicators and dimensions of influence provide some preliminary insight into the key differences between the context faced by a business leader in a mature developed economy and that faced by a business leader in an emerging economy. In developed economies, business and economic conditions for organisations change primarily as a result of strategic competitor moves, technological innovations, climate change and global economic conditions. Social conditions (as defined above) and many aspects of business conditions are fairly stable and taken for granted. However, the external contexts of emerging economies

are very different. Social conditions and context are subject to change as economic conditions improve. The business environment changes in tandem with political changes and government interventions that could improve or cause deterioration in business conditions. For example, a recent policy change on the engine capacity of motorbikes used for parcel delivery purposes in a city in Nigeria rendered hundreds of thousands of dollars invested by growing ecommerce companies useless.

The substantial differences between the external contextual influences of an emerging economy and a developed economy make an even greater case for an improved understanding of business leadership and leadership research in an emerging economy, a context that researchers in the field have acknowledged has suffered from lack of research. (House et al 2004).

2.3 Contextual leadership development

If, as has been discovered in earlier research, effective leadership behaviour and practice are context dependent, then it could be argued that the development of leaders that will be effective in their specific environment should also be context driven and include the internal as well as the external context. In other words, leadership development programmes that recognise or pay attention to the development of behaviour styles, and practices found to be effective in that context could contribute additionally to the success and return on investments made in leadership development programmes.

In support of the above, Hermez-Broome and Hughes (2003), in reviewing trends in the field of leadership development, observe a growing recognition that leadership development involves more than developing individual leaders and must now include the context in which leaders are developed.

James (2008), in an empirical study of leadership development in non-profit organisations in Malawi, Uganda and Kenya, suggests that effective leadership development requires in-depth understanding and application of local contextual and cultural issues. Magner (2007) in a case study of an innovative context driven leadership development programme in South Africa highlighted the effectiveness of experiential learning events and storytelling in developing more contextually relevant leaders. Bolden and Kirk (2009) in a study of a leadership development initiative conducted across 19 sub-saharan African countries propose a critical approach to leadership development that is wary of pre-packaged expertise such as

western MBAs and “seeks to stimulate productive and inclusive dialogue across a broad cross section of people”

These studies suggest and reinforce the need to better understand effective business leadership in different contexts so as to ensure that development programmes can address skills that contribute to effective business leadership and should result in business leaders that can be effective and drive high performance in the context that they find themselves i.e. contextually relevant leaders.

2.4 Chief Executive Officers (CEO) practices

Thomas (1988); Day and Lord (1998) and Mackey (2008), while accepting that environmental context does impact organisational performance, have argued that the impact of the individual CEO on firm performance is significant. Given that my interest in engaging with this problem came from observations as to what I had to do as a CEO in an emerging economy that my counterparts in developed economies did not have to do, I was interested in exploring what academic research had already discovered about CEO practices.

Ireland and Hitt (1999); Hagen, Hassan and Amin (1998) and Analoui and Karami (2002) have researched what CEOs do and how what they do contribute to desirable organisational outcomes. These studies found the practices of strategic leadership and environmental scanning as CEO practices that contributed to desirable organisational outcomes. Suzuki (1990); Sawyerr (1993); Sawyerr (1994); Spencer, Rajah, Mohan and Lahiri (2008) explored the impact of external influences on CEO behaviour and concluded that there were indeed CEO practices that could be attributable to the particular country context.

My research study will first of all seek to explore and discover what CEOs in emerging economies do i.e. their practices, with no concern as to the leadership styles and approaches to these practices. I will then seek to understand whether and how these practices are impacted by external influences.

2.5 Conclusions from the literature review that inform research direction

The literature review led to a number of initial conclusions about the potential research area.

The breadth and diversity of contextual influences makes it difficult to capture a single view of context for the study of effective leadership. Researchers seeking to explore and

understand the impact of context on leadership have therefore defined their area of contextual interest and then explored the impact of this context on leadership behaviour. Leadership research and research on the impact of context on leadership have primarily been conducted in developed western economies (House et al, 2004). I propose to explore business leader practices in an emerging economy and explore the impact of the contextual influences of an emerging economy on these practices.

I propose to utilise CEOs as the unit of analysis of my research for the following reasons; my practical interest in this research study came about from my first hand experience of being CEO of an organisation in an emerging economy context, earlier studies cited above have shown that CEO practices and behaviours impact organisational performance and that these practices are affected by the country context.

Research on the impact of culture on leadership behaviour appears to assume that all leaders in an environment are influenced only by the national culture. Globalisation and the spread of multi-nationals have resulted in less culturally homogenous business leaders in a country. This is evidenced in my prior position as a Nigerian CEO of a multi-national operating in Nigeria. In this environment, there are also expatriate CEOs of multi-national and national companies and Nigerian CEOs leading national companies. I believe that my behaviour and practices were influenced by not only my national culture as a Nigerian but also by the organisational culture of the multi-national in which I worked. An expatriate CEO could also be influenced by his/her own national culture, the national culture of the country in which he or she is working and the culture of the organisation that he/she is leading. I therefore propose to explore to what extent being a national or an expatriate CEO in a country impacts or influences on leadership behaviour and practices.

A review of the literature on contextual leadership development, (Magner, 2007; James 2008; Bolden and Kirk 2009), helped me to further confirm the utility of this research direction. Recognising that leadership is enacted in a context, there is now a call to develop leadership development programmes that are more relevant contextually - that are building the skills that leaders need to be effective in their particular contexts. Knowledge and understanding of the relevant practices of business leaders in a particular context should serve to improve the success of leadership development programmes.

In the light of my research rationale and a review of the potentially relevant areas of literature, I seek to explore and understand the influence of an emerging economy context

and the type of company on national and expatriate CEOs operating in that context and the implications of these influences for business leadership (CEO) development.

3.0 The Research Question

This research study sought to answer the following questions:

1. What are the practices CEOs engage in that are perceived to be of particular relevance and effectiveness in an emerging economy context?
2. To what extent are these practices being addressed through leadership development?

The rest of this document is structured as follows. Section 4 describes the research methods. Section 5 discusses the findings of this research study. Section 6 discusses the research contributions to knowledge, methodology and practice. Section 7 documents the limitations of this research study and Section 8 makes recommendations for further research.

4.0 Research Methods

The process of identifying potential areas for study was done through a scoping of literature in the domains defined by my initial research interest. This high level scoping study led to my research proposal and facilitated the identification of appropriate questions for further inquiry. A more comprehensive and systematic review on CEO practices in contexts characterised by an emerging economy was conducted to elucidate the questions and define where gaps existed and a contribution could be made through research.

4.1 Project 1 - Systematic Review

Project 1 was a systematic review of literature, the purpose of which was to understand what was already known about the key concepts and domains that underlie the research question. Reviewed literature was identified through the development and application of a search protocol to two databases of academic literature, ABI/Inform and EBSCO.

Key words relevant to answering the inquiry questions were identified. Search strings from key words were constructed and these were used to search the academic databases. Selection and quality assessment criteria for including research articles that the database search yielded were used to further refine the articles that would be subjected to a more detailed review. In

addition, to complement academic literature and knowledge about what is known about the contextual influences of an emerging economy, a review of reports by multi-lateral organisations (the World Bank, the International Monetary Fund and the African Union) were included in the systematic review.

This process resulted in seventy-three articles being selected for detailed review, data extraction and synthesis. These articles included 33 empirical studies with CEOs as the source of data, 15 conceptual papers, 6 practitioner articles and 19 papers related to contextual influences of an emerging economy.

In addition to facilitating an understanding of what is already known about the research questions, the systematic review also confirmed an important gap discovered and articulated earlier i.e. the assumption of culturally homogeneity of CEOs in research studies – both in terms of national culture and organisational culture. The empirical studies of CEOs reviewed, whilst set in different countries, failed to distinguish the nationality of the CEO or whether the companies were domestic or multi-national. These are common factors in all markets and could be important contextual factors that influence the practices of CEOs.

4.2 Project 2 – An empirical study of CEO practices in an emerging economy

Based on the research gap identified and confirmed in the systematic review, the first empirical study in this doctoral research sought to establish not only the practices characteristic of CEOs in an emerging economy but also whether these practices were influenced by whether the CEO was an expatriate or a national or whether the company was a domestic company or a multi-national company.

It was decided to situate this empirical research in Nigeria for three reasons:

- The taxonomy of an emerging economy influences produced during the systematic review situated Nigeria as a good example of an emerging economy
- There was adequate representation of expatriate and national CEOs and multi-national and national companies to support robust empirical research
- My particular interest to contribute to the development of my country

Sample population

The sheer number of CEOs that could be included in this survey (over 300,000 registered companies in Nigeria having a CEO) and the diversity of the size of the companies determined a purposive sampling approach to selecting participating companies and CEOs.

With the intention of investigating CEO and company status differences in context, it was important to keep control of other potential contextual influences such as size or governance requirements. A choice was made to focus on companies quoted on the Nigerian Stock Exchange as they are deemed to have reached a minimum standard in terms of size, governance, transparency and information disclosure. The 190 companies quoted on the Nigerian Stock Exchange at the time of this study had the following distribution in regard to CEO nationality status (national or expatriate) and Company type (national or multi-national):

- 150 national companies with Nigerian CEOs
- 7 multi-national companies with Nigerian CEOs
- 12 national companies with expatriate CEOs
- 21 multi-national companies with expatriate CEOs

To ensure further equivalence of the population sampling for analysis the following criteria was applied to this data set:

- CEO must have been in position for at least two years to avoid the risk of their practices being a result of lack of role familiarity
- Minimum size of the company expressed in employee size and annual turnover was 100 employees and N500m (~\$3.3m).

There were only seven quoted multi-national companies that were run by Nigerian CEOs and so it was expected that a sample size of seven in this quadrant would provide representative and rich qualitative data. While there was a greater number of companies in each of the other quadrants, a target of seven companies was set for each of the three remaining quadrants to achieve a balance across the quadrants and the same/similar richness of data. This would achieve a total sample size of twenty-eight. However, in approaching potential participants and companies, in the event of response rates from the quoted companies failing to result in the target of seven per quadrant, it was decided to include, if necessary, companies not quoted on the Nigerian Stock Exchange but that still met the CEO tenure and minimum company size criteria for inclusion. In addition to meeting these criteria it is also important to note that there were no significant differences between quoted and non-quoted companies included in the sample size as the non quoted companies met the requirements for quoting on the

Nigerian Stock Exchange but had taken internal decisions not to seek a listing at the present time. The resultant sample size for the research study was as shown in Figure 1 below.

Figure 1 Resultant sample size for research study

Nigerian CEO of a national company 7 quoted companies	Nigerian CEO of a multi-national company 3 quoted companies 4 unquoted companies
Expatriate CEO of a national company 3 quoted companies 4 unquoted companies	Expatriate CEO of a multi-national company 6 quoted companies 1 unquoted company

Data gathering methods

To identify practices that CEOs engage in that are perceived to be of particular relevance in an emerging economy environment, it was important to collect data about practices and about perceived relevance from CEOs. While data collection about CEO practices could have been informed by direct observation, this was ruled out because of the scale of the task involving 28 CEOs in favour of a combination of CEO diary keeping and self-report through semi-structured interviews.

Two data gathering methods were employed:

- 7 day diary record of CEO activities completed by the assistant to the CEO to document what the CEO actually did – what activities did the CEO engage in over a continuous seven day period;

- Semi structured interviews of between 30 minutes and one hour with participating CEOs, to not only corroborate and validate the contents of the diary record but to understand why the CEO engaged in these particular activities.

Semi-structured interviews with the twenty-eight CEOs were transcribed and the transcripts subjected to a template analysis methodology using inductive and deductive approaches to theme development and coding. www.hud.ac.uk/hhs/research/template_analysis. This facilitated the process of identifying themes in the transcripts that were directly related to the practices of CEOs. Codes were used to describe the eighteen CEO practices discovered. A list of these 18 practices can be found in section 5.2.2 of this document.

Diary records were submitted by 19 out of 28 respondents. The analysis of these diary records included associating the activity in the record to a CEO practice discovered during theme development and coding. While all activities in the diary records could be associated with a CEO practice, subjecting the diary records to an analysis by CEO quadrant revealed that over the seven-day period of the diary record, there were some CEO practices with no activities associated with them. For instance, for Nigerian CEOs of national companies, there were no diarised activities associated with the coded practices of empowering the workforce, stewardship and managing irrational requests. Apart from inferring frequency differences of certain activities between certain groups, it was very difficult to draw any specific inference or insight from this analysis as the diary record was completed for only seven days. If the diary record was conducted over a longer period, activities associated with these practices might have been engaged in. However, despite the limitations of this data gathering method, the primary purpose of having a diary record was largely served in that practices that CEOs said they engaged in were to a large extent corroborated by activities in their diary records.

4.3 Project 3 – An empirical study of leadership development methods of companies in Nigeria

Having identified the relevant practices of CEOs in an emerging economy that could be attributable to or explained by context, the utility of this research, which is also ultimately to inform business leadership development interventions in an emerging economy, could now be explored.

In moving from relevant CEO practices to relevant business leadership development interventions, the focus of this research now moved from CEOs to HR Executives, as the commonly regarded custodians of leadership development in most organisations.

Project 3 sought to establish the awareness among HR executives of contextually influenced leadership practices derived from Project 2 and their importance to long term and sustainable business success. Where HR executives were aware of the practices, the research sought to know which leadership development activities were being employed to address the development of these practices.

A survey methodology was chosen for the data gathering for this project for three major reasons:

- The purpose of this research was not to seek additional information on relevant CEO practices but to develop additional insights and make useful inferences from what was already known
- The systematic review and Project 2 had discovered sufficient knowledge on CEO practices in contexts characteristic of an emerging economy through empirical surveys and research on CEOs themselves. An assessment of the awareness of HR executives of these practices could be achieved through a survey where HR executives would indicate their levels of awareness and appreciation of relevance on an extensive list of CEO practices derived from both the systematic review and Project 2
- A typology of leadership development interventions derived from a review of leadership development literature facilitated HR executives being able to indicate which interventions were used to develop a practice they were aware of and deemed relevant.

Response reliability and content validity

The items in the survey were derived from academic and empirical research on CEO leadership practices, the construct being measured, and can thus be said to have content validity. By defining each leadership practice item at a level of detail that leaves little room for varied interpretations and adopting a forced choice response format, response reliability is increased.

Sample population

To limit introducing further potential response variability due to context, the survey was administered to HR Executives of the companies that had participated in the earlier project. The survey was administered and returned by email.

Survey response analysis

The survey received an overall response rate of 64% and a response rate of over 50% for each CEO/company type quadrant. This was deemed sufficient to conduct a meaningful analysis and derive useful findings.

Prior to commencing the analysis of the survey responses, all leadership practice items such as “re-inventing and doing things differently” were mapped into relevant leadership practice categories such as driving innovation. Sixty-four leadership practice items were grouped into twenty-one leadership practice categories. An Inclusion Index that indicated the inclusion of a leadership practice item in the leadership competence inventory of the company was used as a proxy for the level of awareness of HR executives of a leadership practice category. It was calculated by dividing the number of leadership practice items in a leadership practice category that HR executives were aware of, with the total number of leadership practice items in that leadership practice category. A Perceived Importance score of a leadership practice category was calculated by adding the perceived importance scores ascribed to all leadership practice items within a leadership practice category and dividing this number by the total number of leadership practice items in the leadership practice category.

To get an idea of the distribution and emphasis on leadership development methods, the leadership development methods cited against each practice were filtered by frequency of citation. Leadership development methods employed to develop a practice were analysed by assigning citation scores to the methods used to develop that practice. Given that the leadership development typology identified seven potential methods that could contribute to the development of a leadership practice, then it could be expected that on average, by chance, each method would be cited 14% of the time. Three bands have been applied. A score of >14% was taken to indicate moderate use, a score of >21%, was taken to indicate high use and a score of >28% was taken to indicate significant use.

As a forced choice response survey format limits information and the amount of insights that can be made, deeper inquiry with participating HR executives through a focus group provided greater insight and interpretation of the findings of the survey results.

5.0 The Research Process and Findings

This study sought to understand practices of CEOs relevant in an emerging economy, the impact and influence of contextual factors other than the emerging economy context on CEO practices and to what extent practices that were influenced by these contexts were being addressed through development activities. The research followed the approved process for the Cranfield Executive doctorate and was conducted in three distinct phases that built upon each other – a systematic review of the literature and two empirical projects.

5.1 Project 1 - Systematic Review of relevant literature

Prior to commencing detailed empirical research, a systematic review of literature was undertaken to establish what is known or what has been discovered by researchers in the field about the key concepts and domains that underly the research questions. The findings of the systematic review and the gap discovered are summarised below.

5.1.1 *The CEO as a business leader*

The construct of leadership in most contingency leadership research has been defined fairly broadly and includes leadership at the top and middle tiers of the organisation. Despite Lieberman and O'Connor's (1972) claims in their seminal study that individual leaders did not make a difference to organisational performance, Thomas (1988); Day and Lord (1998); and Mackey (2008), in revising the methodologies that guided Lieberman and O'Connor's research, put forward counter arguments that beyond the impact of environmental context on organisational performance, the impact of CEOs on firm performance is quite significant. Nevertheless, there appears to be a paucity of leadership research at the CEO level and Harrison and Pelletier (1997) attribute this to the lack of access to CEOs and the work schedule of the CEO not lending itself to detailed first person empirical research.

5.1.2 *CEO practices*

In the review of the literature, practices were designated as CEO practices if they were rarely delegated and they were defined as relevant if there was some evidence that they in one way or another contributed to organisational success.

Hagen Hassan and Amin (1998) claim that the primary responsibility for effective *strategic leadership* rests with the CEO and that this responsibility cannot be delegated. El Sawy (1985) and Analoui and Karami (2002) define *environmental scanning* as the monitoring and evaluation of events and relationships in a company's external environment, the knowledge of which would be of assistance to top executives in identifying and understanding strategic threats and opportunities and charting the company's future course of action. El Sawy (1985) and Wheelen and Hunger (1998) provide ample empirical evidence that a large proportion of a CEOs time is spent scanning for information.

Harrison and Pelletier (1995) postulate that CEOs accord a high degree of importance to the acceptance and support from stakeholders in transforming well-crafted strategic choices into beneficial strategic outcomes – a claim that is further supported by Westphal, Bovie and Ching (2006) and Noel (1989). On a related note, *external and personal networks and relationships* developed by CEOs were found to be a useful source of information gathering for environmental scanning purposes. Furthermore, van der Merwe and van der Merwe (1985) in a survey of CEOs in South Africa discovered that establishing and maintaining external networks was a significant part of the CEOs' job.

Hambrick (1995), Haleblian and Finkelstein (1993), Richardson, Amason, Buchholtz, and Gerard (2002); Peterson, Smith, Martorana and Owens (2003); Kisfalvi and Pitcher (2003), have examined the CEO-TMT (Top Management Team) interface along dimensions of team size, environmental turbulence, trust, managerial discretion, CEO personality and organisational performance. These studies show that the interface between CEOs and their top management teams is an important one and that the CEO plays a major role in ensuring that the interface and the ensuing dynamics of the top management team delivers superior organisation results, making *engagement with the top management team* an important CEO practice.

These studies reveal the CEO practices of strategic leadership, environmental scanning, developing external stakeholder and personal networks and relationships and engaging with the top management team and have suggested that engagement in these practices contribute

to positive organisational outcomes and organisational success. However, the situation of these studies in Western, developed economies leaves the question of the relevance of these practices in an emerging economy context.

5.1.3 The impact of an uncertain environment on CEO practices

Industry uncertainty and country uncertainty have been found to influence CEO practices. For instance, in conditions of uncertainty, CEOs scanned the environment more frequently and they relied more on direct sources or personal methods to get information (El Sawy, 1985; Daft, Sormunen and Parks, 1988; Sawyerr, Ebrahimi and Thibodeaux, 2000; de Hoogh, den Hartog, Koopman, Thierry, van den Berg, van der Weide and Wilderom, 2004). While one of these studies was situated in Nigeria, it was limited to the impact of what was termed the uncertainty of the Nigerian environment to the practice of environmental scanning. Having already discovered four CEO practices, that include the practice of environmental scanning, the influence of an emerging economy context on the three other CEO practices remains to be explored.

5.1.4 The impact of culture and country context on CEO practices

Empirical and other studies of CEOs in China, India, Vietnam and Nigeria claimed those cultural norms, values and the country context impact or influence the job of the CEO. The claims on impact include:

- Culture drives some differences in behaviours and practices of Chinese CEOs (Heidrick and Struggles, 2006; Cheung and Chan, 2008)
- Successful Indian CEOs exhibit some unique competencies that could be attributed to the country context of India that includes wide spread poverty, the significant role and importance of government in business and lack of readily available public information (Spencer et al, 2008).
- Leadership and CEO practices of a company in Vietnam were attributed to moral precepts and the influential writings of a 15th century Vietnamese hero (Schermerhorn, 2000).
- CEO practices in Nigeria such as maintaining important links with government officials and scanning and receiving more information on the economic, political and legal sector could be explained by the perception of high levels of uncertainty in the

Nigerian business context and the need to reduce the impact of political influences and government intervention, such as unexpected legislation in business (Haines, 1988; Sawyerr, 1994; Hoff, 2006).

These studies provide empirical evidence that CEO practices in a country can be explained by or are attributable to national culture and other contextual influences of a country. The studies on Indian, Chinese and Vietnamese CEOs were somewhat limited in that they looked at the impact of country context and national culture on national CEOs only and not on CEOs of other nationalities operating in the country. In the studies that were silent on the nationality of CEOs and could have included both expatriate and national CEOs, (Sawyerr, 1993; Hoff, 2006), the differences in practice that could result from CEO nationality was not explicitly examined or reported. It cannot be assumed that the only cultural context that affects CEO practices is the 'resident' national culture and, as such, the impact of the nationality of the CEO on CEO practices still needs to be explored. In addition, none of these studies identified whether the companies studied were national companies or multi-national companies. Empirical studies that have demonstrated that organisational culture influences leadership behaviour would suggest that the type of company the CEO ran might also impact CEO practices.

5.1.5 Contextual influences of an emerging economy

The International Financial Corporation coined the term "emerging economies" in the early 1980's to loosely group countries which, as a result of macro-economic reforms and development, were capable of making the transition to a 'developed economy'. This classification of emerging economies implies a different set of influences and characteristics from developed economies. A review of literature from the websites of the World Bank and country reports of the International Monetary Fund (IMF) and other academic literature provided a basis to derive a taxonomy of the contextual influences in an emerging economy. Emerging economies were identified to have five major contextual influences of political risk and market stability, rule of law, corporate governance, managerial labour shortages and strong and deep-rooted societal influences.

This literature review formally recognised the influences that I informally observed whilst working in the Nigerian operating environment. The reports linked these characteristics to the ease of doing business in the country but not to their influence or impact on business or CEO

practices. The relationship between these defined influences and CEO practices therefore still needs to be explored.

5.1.6 Nigeria as a good example of an emerging economy

Reports and research papers situated Nigeria in this taxonomy providing empirical evidence that Nigeria is a good example of an emerging economy and supporting the value of locating future empirical research in Nigeria with the prospect of relevance of findings to other emerging economies.

5.1.7 The dearth of leadership research in emerging economies

The majority of academic literature in the domain of contextual leadership is situated in developed economies which present a very different set of contextual influences to business leaders than emerging economies. Emerging economies, including a number of economies in Africa, are rising in importance (even more so in the light of the economic and financial recession in Western economies like the US and key economies in the European Union) giving further weight to the need to understand more about business leadership (CEO) practices and their development in emerging economies. Bolden and Kirk (2009) make a call for additional research on the implications of cultural notions in Africa that are not only relevant in an African context but that may contribute significantly to leadership theory and development in other parts of the world.

What is therefore needed is better theoretical and practical understanding about the contextual influences of an emerging economy, their impact on CEO leadership behaviour and practices and how this understanding advances leadership development in an emerging economy.

5.1.8 Conclusions of Systematic Review

The systematic review established that CEOs impact on firm performance is significant and that there are four well-recognised practices that CEOs engage in that contribute to their effectiveness. However, it found evidence that practices of CEOs are influenced by country and cultural context and also by the levels of uncertainty of the country or the industry. While studies on emerging economy influences report predominantly on the impact on the ease of doing business rather than impact on business leadership (CEO) practices, other studies

stopped short of exploring the influence of an emerging economy context on three out of four established CEO practices (strategic leadership, developing external and personal networks and relationships and engaging the top management team). Importantly, studies to date have neglected to take account of the nationality status of the CEO in looking at the impact of culture on CEO practices. Nor have they distinguished between the impact of company type (national or multi-national) on CEO practices although empirical studies that reveal organisational culture influences leadership behaviour would suggest that the type of company the CEO ran might also impact CEO practices.

5.1.9 The Research Gap

Given that the cultural context has been found to influence CEO behaviour and practices, the nationality status of the CEO could have an impact or influence on CEO practices even in the same macro/country environment. Furthermore, the antecedents and origins of national companies and multi-national companies have an impact on their organisational culture and despite operating in the same macro environment, could have an influence over relevant CEO practices. These two influences could be important organisational contextual influences that occur below the macro influence of the emerging economy which could result in additional CEO practices being discovered and their relevance in an emerging economy understood. They were therefore deemed worthy of further consideration through empirical investigation.

A study of CEO practices in emerging economies needs to address:

- the impact of the contextual influences of an emerging economy on the established CEO practices of strategic leadership, external and personal network relationship development and engaging with the top management team
- the discovery of additional practices that are relevant in emerging economies through situating the research in an established example of an emerging economy
- the impact of other contextual influences, specifically the nationality status of the CEO (national or expatriate) and the type of organisation (national company or a multi-national).

5.2 Project 2 – Relevant CEO practices in an emerging economy

Whilst establishing that CEO practices were influenced by macro contextual factors of country, culture or industry, the systematic review of the literature also revealed a potentially important gap about what is known about influences on CEO practices in emerging economies. Specifically, the *micro* influences of CEO nationality status (expatriate or national) and the *meso* influences of the company type (national or multi-national) remain unknown. Addressing this gap is important because failure to recognise and distinguish these influences could obscure the reasons as to why CEOs engage in particular practices or lead to the omission of some CEO practices that were particularly associated with these contextual influences. Further research to address this gap is needed therefore to identify CEO practices in an emerging economy and then to establish whether the practices are:

- a) impacted by cultural or country influences
- b) influenced by ‘head office’ – if multi-national companies were included in empirical research
- c) influenced by other so far unidentified factors in the prevailing context.

Nigeria, confirmed as an exemplar of an emerging economy and with a business environment comprising multi-nationals and national companies led by both Nigerian CEOs and CEOs of other nationalities, offers an appropriate research location that adequately reflects these contextual influences to provide insight to the lack of clarity.

Project 2 was an exploratory first person study of CEOs in Nigeria to understand;

- CEOs in Nigeria’s perception of the contextual influences that Nigeria presents to the businesses they run
- How these contextual influences impact their day to day activities and where they spend their time
- To what extent and in what way these activities vary with or can be attributable to:
 - o Whether the CEO is a Nigerian or expatriate
 - o Whether the company is a national company or a multi-national company.

5.2.1 Contextual influences of Nigeria

In line with Pawar and Eastman’s (1997) suggestion that contextual factors selected for study should be justified by the phenomena under study, the contextual influences of Nigeria were empirically derived during semi-structured interviews with participating CEOs. Seven

environmental influences were discovered which confirmed the contextual influences derived from the systematic review whilst identifying two further influences (inadequate physical infrastructure, large untapped market). Table 1 depicts the alignment. These empirical results also suggest that these contextual influences are very much in CEO thinking.

Table 1 Alignment between contextual influences discovered in research and those discovered in systematic review

Contextual Influence discovered in empirical research	Contextual influences discovered during systematic review
Undue government influence	Political risk and market stability
Unwholesome competitor practice	Corporate Governance
Short supply of skills and talent	Managerial labour shortages
Inadequate social infrastructure	Societal influences
Inadequate physical infrastructure	
Large untapped market	
Government inability and poor capacity to implement policy and laws	Rule of law

5.2.2 CEO practices in Nigeria

Eighteen relevant practices emerged from the thematic analysis of the activities of CEOs in Nigeria. These are described in Table 2 below.

Table 2 CEO practices in Nigeria

	CEO Practice	Description
1.	Driving innovation in the organisation	Re-inventing, doing things differently, learning and growing to take advantage of market opportunities and stay ahead of the competition.
2.	Strategic Thinking	Thinking and strategising about how to move the company to the next level.
3.	Marketing	Going out and meeting key customers and key stakeholders to identify new business leads and discuss company performance and other issues customers and stakeholders might have with the business.
4.	Engaging the Workforce	Thinking about how to make the company more exciting for employees; re-energising the workforce and getting people to take stretch assignments willingly; meeting and interacting with the workforce regularly to promote desired culture and behaviours; engaging in interactions that promote trust, respect and care for the individual; implementing ‘aspirational’ policies

	CEO Practice	Description
		that make people want to stay in the organisation.
5.	Engaging the top management team	Meeting regularly with direct reports to attend to priority issues and ensure that the business is responding to changes in the market place.
6.	Developing and leveraging the network	Using personal networks and relationships to attract business to the company.
7.	Environmental Scanning	Talking to people, reading widely and sharing knowledge with other people to get information on what is happening in the market from an economic, political and socio-political point of view and then using this information to get new leads on business opportunities or reposition the company internally to take advantage of opportunities or mitigate threats.
8.	Empowering the workforce	Empowering employees to be comfortable enough to take key decisions without constant guidance and direction from the CEO
9.	Driving and sustaining culture	Using/institutionalising internal systems, processes and structure to drive the desired behaviour in employees.
10.	Execution management and monitoring	Ensuring that ideas proposed by the business are executed to deliver higher performance; monitor delivery of results relentlessly and put implementation issues on the front burner.
11.	Demonstrate Presence	Being visible in the external market place in order to fulfil the cultural requirements of a visible CEO that is the highest decision making authority as far as external stakeholder are concerned.
12.	Legacy	A heightened sense of responsibility and commitment to the country, the industry, the company and the community with a strong desire to leave something behind for future generations.
13.	Stewardship	Sharing internal expertise, experience, best practices of the international and local company to benefit the industry at large.
14.	Advocacy	Using the CEO position in an individual or collaborative manner to engage in advocacy activities for industry, country, social and public good.
15.	Managing irrational requests	Deploying strategies for managing requests from third parties that are at variance with the cultural norms of the organization; managing cultural expectations of what a CEO can do.
16.	Engaging with external stakeholders	Regular communication with third parties that are key to the success of the business e.g. suppliers of raw materials, distributors of finished goods etc.
17.	Skills and talent development	Providing the workforce with the skills and competencies required to take advantage of opportunities in the market place.

	CEO Practice	Description
18	Connecting the parent company and the domestic company	Facilitating the connection between the local company and head office to ensure that there is mutual understanding between the two parties in order for the local company to grow and flourish.

These extend the four relevant practices identified through the systematic review (highlighted above) substantially and reveal, on inspection, practices which appear to be attributable to company type and/or CEO nationality – practices that might not be expected at CEO level in other contexts and are culture specific.

5.2.3 Influence of context on CEO practices

Fourteen of these eighteen practices are found to be attributable to the macro (external environment), meso (company type) or micro (CEO nationality status) context, while the remaining four were found to be context neutral. These potential attributions are depicted in Table 3, Impact of contextual influences on CEO practice and described in more detail in the rest of this section.

Table 3 Impact of contextual influences on CEO practices

Type of Influence	Nature of influence	CEO Practice
External Environment	Macro	Strategic Thinking
		Developing and Leveraging the Network
		Managing irrational requests
		Demonstrating presence
Company Type	Meso	Connecting the parent company and the domestic company
		Stewardship
CEO Type	Micro	Empowering the workforce
		Advocacy
		Legacy
		Engaging with external stakeholders
Company Type and CEO Type	Meso and micro	Driving Innovation
		Marketing
		Driving and sustaining culture
		Skills and talent development
Context Neutral		Execution management and monitoring
		Engaging the top management team
		Engaging the workforce
		Environmental scanning

This demonstrates the relevance of the meso and micro contextual influences and suggests that they moderate the influence of macro environmental influences on CEO practices. This is a significant clarification and elaboration on previous findings.

5.2.3.1 CEO practices attributable to the emerging economy environment (Macro level)

The seven external environment contextual influences of an emerging economy which were identified appear to prompt the need for the CEO practices of **strategic thinking, developing and leveraging a network, managing irrational requests and demonstrating presence.**

Government influence on business, poor physical infrastructure and weak policy implementation and regulatory enforcement all combine to create a fairly unstable and uncertain environment in which to do business. CEOs in Nigeria, while accepting that planning is necessary, remarked that they spent too much time on operational issues caused by the unstable environment and not as much time as they should thinking strategically and planning for the business.

Having a business network and aggressively leveraging that network even in social settings to generate and consummate business opportunities has been deemed as much more important in this environment than in other more developed markets especially given the unfair competition and unwholesome competitive practices that were identified as contextual influences earlier. Expatriate and Nigerian CEOs alike then strive to have a wide, deep and influential network. Whilst Nigerian CEOs appear to have the upper hand here in the sense that they have had the opportunity to build these networks over many years, expatriate CEOs typically in country for three to four years realise that building a network is time consuming, and as such, they leverage on the networks of their Nigerian top management team and board members to achieve their business development objectives.

A nation with high levels of poverty, corruption and a high power distance culture results in the view of an 'exalted' CEO and gives rise to irrational and unusual demands being made of CEOs. While a number of CEOs talked about 'everybody wanting something', Nigerian CEOs appeared particularly vulnerable to this practice, given their connectedness and engagement with the external stakeholder community which provides ample opportunity for these requests to be made. They have therefore developed ways of managing these requests in a manner that does not jeopardise prior relationships in an all-important network.

Stakeholders, customers, clients, government authorities and regulators demand to see the CEO regardless of the qualification and experience of other members of the organisation who can represent the organisation at the highest levels, and the nature of the matter to be discussed. CEOs in the study population project a sense of helplessness in this practice in that while they realise the benefits of a strong physical presence in the marketplace, they still

feel they spend a disproportionate amount of time in places where they really do not need to be which has a negative impact on their effectiveness and productivity.

5.2.3.2 CEO practices attributable to company type (Meso level)

Two CEO practices in Nigeria appeared to be influenced by the type of company the CEO ran, namely **connecting the parent company and the domestic company** and **stewardship**. Expectedly, the practice of connecting the parent company and the domestic company was limited to CEOs of multi-national companies albeit with differences found between the Nigerian and expatriate CEOs. However, common to all CEOs of multi-nationals was the practice of constant communication to Head Office to ensure that key decision makers understood the real context of Nigeria and could take informed decisions that would also benefit the local company. While expatriate CEOs leveraged their Head Office knowledge to source resources for the local business and to maintain communication with key decision makers, Nigerian CEOs of multi-nationals tended to be veterans of the companies they ran (10 – 20 years tenure) and used this to build the credibility required to provide the comfort to head office that the business decisions taken locally were in the best interest of the company. CEOs of multi-nationals based on the huge resources they had at their disposal courtesy of the multi-national felt a stewardship obligation to improve the industry through the introduction of superior knowledge and skills to the local company and to the industry.

5.2.3.3 CEO practices attributable to CEO nationality status (Micro level)

Five practices of CEOs in Nigeria appear to be influenced by the nationality status of the CEO running the business namely **advocacy, legacy, engaging with external stakeholders and empowering the workforce**. An interest in the environment where they will continue to live and a desire to give back to the community and to raise the bar for the industry in which they operate were sentiments expressed specifically by Nigerian CEOs and resulted specifically in the practices of advocacy and legacy. Expatriate CEOs to a large extent did not engage in these practices potentially due to the short term nature of their assignments and the precedence that Head Office interests evidently take over local company interests, making local advocacy challenging. Nigerian CEOs, in an effort to be connected to their community of stakeholders and their view of the importance of market visibility to business growth,

engaged much more in the practice of engaging with external stakeholders than their multi-national counterparts.

Expatriate CEOs in particular cited an apparent lack of willingness of senior executives in the organisation to be empowered to take decisions, be held accountable for those decisions and to challenge the status quo. A plausible explanation given for this lack of empowerment by staff was the exalted position in which the CEO is held in this environment, implying that he/she is naturally expected to take all major decision and then communicate to staff. As a result of the impact of this cultural practice on their productivity, expatriate CEOs placed particular emphasis on driving a culture of empowerment in the institutions that they ran.

5.2.3.4 CEO practices attributable to both CEO nationality status and company type

Four CEO practices were influenced by the combined effect of CEO nationality status and company type; **marketing, driving and sustaining culture, driving innovation, skills and talent development**. Nigerian CEOs of national companies saw marketing as a crucial part of their responsibilities and therefore had an 'always on' attitude in both social and business gatherings. They felt they represented the brand and unlike multi-nationals with strong household names felt a strong desire to propagate the brand at every opportunity. This is not necessarily a practice identified for CEOs in developed countries.

Nigerian CEOs of national companies were focussed on first of all establishing a culture for their companies and then living by example to institutionalise the culture. Expatriate CEOs of multi-nationals while assimilating local culture felt a need to introduce new cultural practices that went against country norms and practices but which in their opinion introduced efficiencies into the business.

All CEOs felt that innovation and the practice of innovation was key and strategic. However, CEOs of national companies placed innovation very high on the list of things that they had to do to gain competitive advantage.

Skills and talent development was one of the CEO practices that was common across all quadrants emphasising its importance. Viewing this within the context of a market with a short supply of skills and talent, it is therefore not surprising that CEOs in this market spend time recruiting, nurturing and retaining their staff. However, the commitment and the methods by which interventions were made to enhance the talent pool of the organisation

appeared to depend on both the CEO nationality status and the company type. For instance, expatriate CEOs of multi-national companies appeared to emphasise offshore training and secondments to parent companies while Nigerian CEOs of national companies emphasised the process of growing and nurturing good people internally.

5.2.3.5 CEO practices that appear to be context neutral

No obvious differences were discovered in the practices of **execution management and monitoring, engaging the top management team, engaging the workforce, and environmental scanning** across CEO quadrants either from the perspective of environmental context influence, nationality status of the CEO or the company type. Interestingly, the earlier systematic review of literature conducted had already distilled strategic leadership (of which execution management and monitoring could be seen to be a subset), engaging the top management team and environmental scanning as relevant CEO practices because they were rarely delegated and there was some evidence that they contributed to organisational success. This observed alignment between CEO practices derived primarily from Western based literature and CEO practices derived empirically in an emerging economy context and irrespective of micro or meso contextual influences supports the context neutral nature of these practices.

CEO practices in emerging economies do appear to be influenced by not only the contextual influences of an emerging economy but also the meso and micro contexts of company type (which has included company influences and established company practices) and CEO nationality type (which has included cultural antecedents and cultural influences) not included in previous studies. The attribution of CEO practices in an emerging economy to these influences help to further explain the relevance of these practices and their potential contribution to long-term organisational success.

5.2.4 The underlying intent of CEO practices in emerging economies

Examining the interconnectedness between the CEO practices provided some explanation as to why CEOs were engaging in this practice. In other words, what was the underlying intent of the CEO as he/she engaged in this practice. Five underlying intents or themes and their associated practices were discovered and are shown in Table 4 CEO practice themes and associated practices.

Table 4 CEO practice themes and associated practices

CEO practice theme	Associated practice
Strategic Management	Driving innovation Strategic thinking Environmental scanning Execution management and monitoring
Driving Growth	Developing and leveraging the network Marketing Engaging with external stakeholders
Engaging the Workforce	Engaging the workforce Driving and sustaining culture Engaging the top management team Empowering the workforce Skill and talent development
Managing the Environment	Managing irrational requests Demonstrating presence Connecting with the parent company
Improving the business environment	Advocacy Legacy Stewardship

When analysed from the point of view of CEO nationality status and company type, there were however variations within and across these themes.

The themes of **Strategic Management** and **Engaging the Workforce** had the least variation across the CEO quadrant types in that practices to deliver the intent of these themes did not vary significantly between CEO quadrants. In the Strategic Management theme, only the practice of driving innovation varied and that was largely in terms of what CEOs defined as innovation. In the **Engaging the Workforce** theme, the practices varied only in terms of the emphasis placed on them, with expatriate CEOs of multi-national companies placing a lot more emphasis on the practice of empowering the workforce than other CEO types.

The key variation in the **Driving Growth** theme was in the way in which CEOs developed or utilised the all-important network to create, develop and deliver on business opportunities that would deliver growth. Nigerian CEOs had a larger and richer network having schooled, lived and worked in the country for the better part of their lives and expatriate CEOs, recognising the limitations of whatever network they could build in the time that they had, leveraged on the networks of their Nigerian colleagues.

The theme of **Managing the Environment** had significant variation across the CEO quadrant types. These variations could be largely attributed to the CEOs view of the personal responsibility he/she had to project the brand, the exalted position that the general public placed on any individual in the CEO position borne out of Nigerian cultural norms and the levels of engagement with the community – business or otherwise. Nigerian CEOs of national companies saw value in the market place demands for visibility and physical presence in order to project awareness of their company brand despite the huge demands on their time. This visibility and access gave rise to irrational demands being made of them; irrational in the sense that they attributed far more authority and power to the CEO than was actually the case. Nigerian CEOs of multi-nationals, because of the relatively high awareness levels of the brands and companies that they represented, could afford to keep a lower profile but the mere fact that they were Nigerian CEOs and well connected to the business environment and the community meant that they were also subjected to irrational requests from the general public. Expatriate CEOs on the other hand, especially those of multi-nationals, with strong brands and limited access to and interaction with the community found the need to be so visible an unjustifiable demand on their time and were therefore hardly ever subjected to irrational requests as they rarely engaged with those that could ask them.

The variations in the themes of **Improving the Business Environment** were seen in the approach that CEOs took to delivering this intent. Nigerian CEOs used both an individual approach of legacy building and stewardship and a collective and institutional approach of advocacy while expatriate CEOs engaged in a more institutional manner, using the global reach and best practices of the multi-national they represented to improve the local business environment.

5.2.5 Conclusions – Relevant CEO practices in an emerging economy

The systematic review of relevant literature identified four CEO practices. This empirical project has discovered 18 CEO practices which included these four practices. Of these four practices, two were attributable to the external environment, whilst two were context neutral. Of the fourteen newly discovered practices, ten were attributable to the company type, the CEO nationality status or a combination of both, two practices were attributable to the external context while the final two were found to be context neutral.

Identifying themes in the CEO practices also provided some clarity as to why CEOs were engaging in these practices.

These practices and the identified differences amongst them suggest routes to improving CEO effectiveness in Nigeria and in turn the business performance. These would include:

- CEOs in Nigeria, regardless of nationality, could benefit from an awareness of the strong contextual influences that the external/macro environment presents and how these influences impact what they do and how they do it. The practices of strategic thinking, developing and leveraging the network, managing irrational requests and demonstrating presence appear to be particularly influenced by the external environment and CEOs in Nigeria could consider engagement in these practices to manage these influences.
- The vulnerability of CEOs in Nigeria in general and Nigerian CEOs in particular to irrational requests due to the cultural expectation of an ‘exalted CEO’ that can do all things could be managed through institutional measures, such as defined practices and policies that even the CEO is unable to circumvent.
- Expatriate CEOs could benefit from an increased awareness of the cultural norms of the country in which they are operating and again recognise the additional practices they may need to engage in such as demonstrating presence, developing and leveraging networks to respond to these cultural norms in an appropriate manner. However, as demonstrated in this study, they could consider engaging in activities that are acceptable in their ‘home cultures’ but go against the cultural norms of the country in which they are operating, if these activities could eliminate or reduce accepted inefficiencies and generally improve the business environment – for instance, empowering senior executives and demanding results and accountability in an environment where the CEO is exalted and revered.
- While CEOs in Nigeria recognise the importance of nurturing and expanding business and personal relationships, the cultural expectation of visibility and presence of the CEO, and the significant amount of time engagement in these practices require, they also acknowledge the negative impact of these practices on CEO productivity. Nigerian CEOs in particular, who tend to accede to these expectations more readily than their expatriate counterparts, could begin to deliberately emulate expatriate CEOs and empower senior executives or direct reports to take on some of these roles

so that they can focus on practices such as strategic thinking that have been acknowledged as CEO practices that are rarely delegated but difficult to engage in uncertain environments

- Multi-national companies can benefit from the ‘on the ground’ experience and local knowledge of the operating environment that their CEOs, whether Nigerian or expatriate, have and use this experience and knowledge to arrive at more informed decisions regarding appropriate and relevant approaches to doing business successfully in the host country that also further the objectives of the parent company.
- In emerging economies like Nigeria where building a network of strong business and personal relationships over time appears to be an antecedent to business success, multi-national companies could consider a review of short posting tenures of expatriate CEOs (two to three years) that do not give enough time to build mutually beneficial business and personal relationships.
- In view of the uncertain business environment and the seeming policy inconsistency of government, CEOs in Nigeria, but again more specifically Nigerian CEOs, could actively engage in practices such as stewardship, advocacy and legacy building and also deploy institutional resources to improve the business environment.

The implication of the above suggestions to improving CEO effectiveness and in turn business performance is that the development of business leaders in Nigeria could marry beneficial contextual and cultural practices while introducing new concepts and interventions that will deliver more effective and sustainable business leadership and business performance.

5.3 Project 3 – Addressing contextually influenced business leadership (CEO) practices through development

My motivation for undertaking a doctoral study was primarily as a result of a notion that companies in Nigeria were deploying western models of leadership development designed to address competencies that are relevant in developed economies, to address business leadership development in emerging economies. This is in the light of the findings of the first empirical project of this study which has discovered 14 CEO practices attributable to the macro context of an emerging economy and to related meso (company type) and micro (CEO nationality status) contexts which may not be relevant or required in a developed economy context.

The final empirical project therefore sought to understand whether business leadership development activities in Nigeria are addressing these contextually influenced senior executive leadership practices in a purposeful and deliberate manner.

Human Resource executives as the primary developers and custodians of leadership development programmes were thought to be best placed to provide data about this and whether they are deliberately addressing the development of contextually influenced practices.

This project (Project 3) now sought to understand through HR practitioners:

1. The extent to which contextually influenced senior executive leadership practices were included in the senior executive leadership competency inventory of organizations.
2. The developmental activities present in existing senior executive leadership development programmes in Nigeria.
3. The extent to which these distinctive senior executive leadership practices are purposefully addressed through development.
4. How best knowledge of differences in senior executive leadership practices has been translated into the developmental activities of leadership development programmes.

5.3.1 Levels of awareness of contextually influenced leadership practices

The extent of awareness of contextually influenced leadership practices amongst HR executives varied across the CEO and company quadrant types. Specifically, all contextually influenced leadership practices were represented in the leadership competence inventory of all CEO/company quadrants albeit at varying levels.

HR executives of multi-national companies had higher levels of awareness of contextually influenced leadership practices than HR executives of national companies. However, HR executives of companies with Nigerian CEOs ascribed more importance to contextually influenced leadership practices than HR executives of companies with expatriate CEOs.

Including context neutral leadership practices in the analysis provided additional insight into question 1 (the inclusion of contextually influenced practices in the leadership competency inventory).

While HR executives of national companies had a higher inclusion of context neutral practices in their leadership competency inventory, HR executives of national companies with Nigerian CEOs still ascribed high importance to contextually influenced leadership practices.

HR executives of multi-national companies with Nigerian CEOs had similar levels of inclusion of both context neutral and contextually influenced leadership practices but ascribed higher importance to contextually influenced leadership practices.

HR executives of multi-national companies with expatriate CEOs appeared not to differentiate between context neutral and contextually influenced business leadership practices.

It has been noted earlier that context neutral practices are aligned to the CEO practices derived from Western based literature. The higher level of inclusion of context neutral practices in the leadership competence inventories of national companies suggests that national companies are relying on Western based models of leadership development despite ascribing higher importance to contextually influenced practices. Given the strong case and the call for context based leadership development, the evidence here suggests that HR executives of national companies should ensure that the contextually influenced practices that they recognise as important are better represented in their senior executive leadership competence inventories so that they can receive developmental attention.

5.3.2 Leadership development methods in Nigeria

A typology of leadership development methods derived primarily from Western based research and literature comprised seven leadership development methods – cognitive/knowledge based, learning through others, on the job experience, simulated experience, behavioural feedback, experiential learning outside the job, learning through teaching.

This typology was found to be relevant for the development of business leaders in Nigeria in that organisations in Nigeria employed one or more of these methods to address identified CEO practices. However, they tended to favour on the job experience as a development method and made sparse use of behavioural feedback, experiential learning and simulated experiences as development methods. Additional development methods that appeared to

address contextually influenced leadership practices were also discovered in a focus group session with selected HR executives. They included:

- regular business sessions between leadership and management to facilitate the development of strategic thinking
- actively supporting and encouraging external socialisation by employees to demonstrate presence and create a network of peers that could be leveraged for business purposes and benefits
- widely available and easily accessible policy documentation to guide employee decision making and consequence management to ensure compliance with laid down policy and drive accepted cultural behaviour down the organisation.

5.3.3 Addressing contextually influenced leadership practices through purposeful development

From the analysis of the survey responses, it would appear that context neutral practices are receiving more adequate developmental attention across CEO nationality status and company types than contextually influenced practices. The results of this analysis and the previous analysis of the leadership development activities present in Nigerian companies allow question 3 (“to what extent are these distinctive leadership practices purposefully addressed through development”) to be answered as follows.

- All contextually influenced leadership practices are addressed by at least one and sometimes as many as five development methods.
- However, companies with Nigerian CEOs that had moderate to high levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory and whose HR executives ascribed a higher level of importance to contextually influenced leadership practices did not appear to be paying as much attention to the purposeful development of these practices as HR executives of companies with expatriate CEOs that had ascribed similar or higher levels of awareness but lower levels of importance to the practices.
- HR executives of multi-national companies with Nigerian CEOs that appeared to have the greatest understanding of the relevance and importance of contextually influenced leadership practices were not paying sufficient attention to the development of these practices.

- HR executives of multi-national companies with expatriate CEOs regardless of inclusion and importance scores appeared to be paying adequate developmental attention to both context neutral and contextually influenced practices
- Also, worth noting but not directly asked is that context neutral practices appeared to be receiving more developmental attention than contextually influenced practices.

These observations suggest that there is an absence of purposeful development of contextually influenced senior executive leadership practices even in instances where they are acknowledged to be more important to long term and sustainable business growth than context neutral practices. It therefore appears that the knowledge of differences in contextually influenced leadership practices is not being translated into the development of business leaders.

5.3.4 Conclusions – Addressing contextually influenced leadership practices through leadership development

Despite the fact that there is an awareness of contextually influenced business leadership practices in Nigeria and HR Executives of companies with Nigerian CEOs in particular, perceive them as important, not enough attention is being paid to their development. This is especially evident when compared to the level of attention that is being paid to context neutral leadership practices. Context neutral leadership practices were found to overlap with CEO practices distilled from Western based research. This finding provides support for the earlier assertion that Western based leadership development models that address context neutral practices are being better deployed in Nigeria than those that support contextually specific practice development. These models do not take the context of an emerging economy into consideration and as such cannot be regarded as the most effective basis for developing business leaders in Nigeria who need to engage in contextually influenced leadership practices.

In other words, the knowledge of differences in contextually influenced leadership practices by organisations in Nigeria is not being translated into business leader development activities.

6.0 Contributions

This research study sought to contribute to the understanding of the influences of an emerging economy on CEO practices and the implications of these influences for business leader development by posing two research questions:

1. What are the practices CEOs engage in that are perceived to be of particular relevance and effectiveness in an emerging economy context?
2. To what extent are these practices being addressed through leadership development?

Harrison and Pelletier (1997) have noted the paucity of leadership research at the CEO level and have attributed this to lack of access to CEOs and their work schedules not lending itself to detailed empirical research. My positioning as a CEO researching CEOs and the business connections that I had improved both access to CEOs and a willingness to participate in this empirical research study. Researchers with good business connections in other countries could use this methodology to develop more nuanced views of CEO practices in their countries as I have done here in Nigeria.

6.1 Relevance and effectiveness of specific CEO practices in developed economies in Nigeria – a good example of an emerging economy

The systematic review of mostly Western based literature identified the practices of strategic leadership, environmental scanning, developing external stakeholder and personal networks and engaging with the top management team as relevant CEO practices in developed economies (Hambrick and Mason, 1984; van der Merwe and van der Merwe, 1985; El Sawy, 1985; Noel, 1989; Harrison and Pelletier, 1997; Hagen, Hassan and Amin, 1998; Ireland and Hitt, 1999; Edwards, 2000; Sawyerr, Ebrahimi and Luk, 2003; Wibowo and Kleiner, 2005; Westphal, Bovie and Ching, 2006; Bass, 2007).

The relevance of these four practices in an emerging economy has been confirmed by the findings of the first empirical study (Project 2). In this empirical study the practices of environmental scanning and engaging with the top management team were found to be context neutral ie relevant in both developed and developing economies – also confirming Bolden and Kirk's view that leadership in Africa bears similarities to that in other regions of the world..

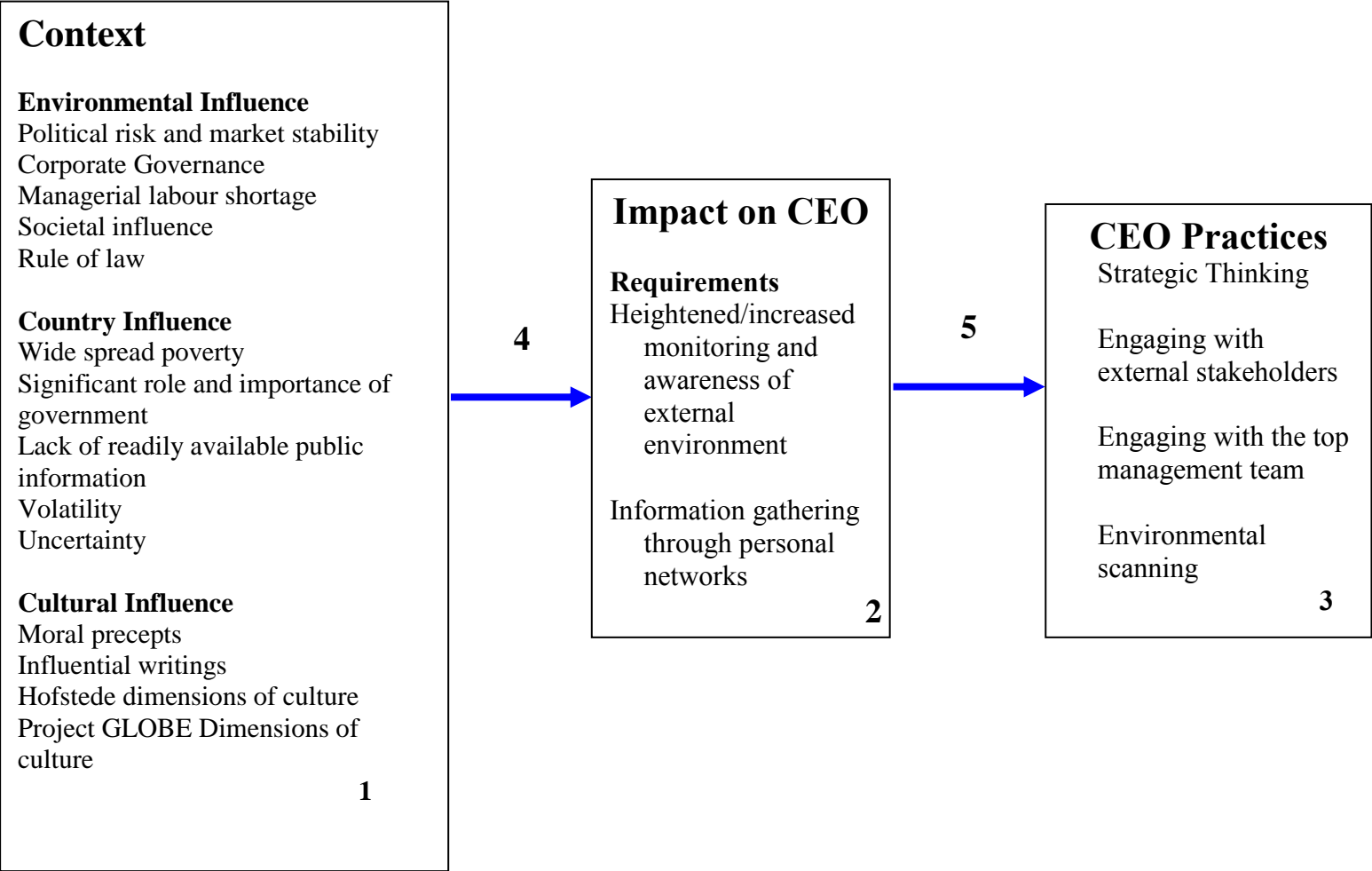
The practice of developing external stakeholder and personal networks perhaps revealed the most insight when studied from an emerging economy perspective. Developing personal and professional networks were seen as not only a highly relevant practice for CEOs in Nigeria but actually as a source of competitive advantage especially for Nigerian CEOs. There appeared to be a strong linkage between engaging in this practice and driving business growth. Nigerian CEOs in particular, boasted of deep and wide personal networks some dating back to their secondary school days, that were used for not only attracting business to the company but also as a means to obtaining knowledge and developing insights about the market (environmental scanning). Expatriate CEOs in Nigeria readily admitted that having a personal network of business and other associates was much more relevant and important for doing business in Nigeria than other parts of the world that they had worked in and while not being able to boast of the same quality of network as their Nigerian counterparts they leveraged the networks of their work colleagues and board members to engage in this highly relevant and important practice.

This finding further emphasises the importance of understanding the influence of context on leadership in an emerging economy as it can actually be an antecedent to business success.

6.2 Extending the definition of emerging economy contextual influences and the articulation of contextually influenced CEO practices.

The contextual influences of an emerging economy have been seen to present themselves as a set of environmental, country and cultural influences that all companies operating in that environment are subjected to. Sawyerr (1993); Schermerhorn (2000); Heidrick and Struggles (2006); Spencer et al, (2008) in empirical studies of CEOs in Nigeria, Vietnam, China and India have discovered that CEO practices are largely attributable to or can be explained by these influences. These studies allow the development of a model that depicts the impact of the contextual influences of an emerging economy on CEOs and CEO practices. This model is depicted in Figure 2 below.

Figure 2 A model of previous research findings of the impact of contextual influences of CEOs and CEO practices in an emerging economy.



The three constructs of this model, boxes 1, 2, and 3 above, which are the contextual influences of an emerging economy, the impact of these influences on the CEO and the resulting CEO practices, form the primary elements of this conceptual model that has been derived from existing literature. The construct of context is defined by the three sub-constructs of environmental influence, country influence and cultural influence respectively. The impact of these influences on the individual CEO (arrow 4) mediates the relationship between the contextual influence and the resulting CEO practices (arrow 5). In other words, CEO practices in an emerging economy are based on the requirements that contextual influences place on a CEO.

This conceptual model reveals a simple explanation of how CEO practices in an emerging economy have their antecedents in the environmental contextual influences of an emerging economy as articulated in the three sub-constructs above. In the light of my empirical research this model raises questions on the comprehensiveness of the three sub-constructs of contextual influences, other mediating influences that could moderate the relationship between the external environment and resulting CEO practices and the intended outcomes of these practices.

This study has expanded the emerging economy contextual influences to include undue government influence, unwholesome competitor practices, short supply of skills and talent, inadequate social and physical infrastructure, a large untapped market and government's inability and poor capacity to implement policy and laws. Undue government influence on business, inadequate physical and social infrastructure, weak policy implementation and a weak regulatory environment result in what could be termed an uncertain operational environment that could be seen as a constraint to strategic thinking in other more developed and stable economies. Despite this, CEOs in Nigeria still engage in the practice of *strategic thinking* for the longer-term future of the organisation. In an emerging economy, the CEO practices of *developing and leveraging personal networks* and *demonstrating presence* at social and business events take on an added significance in the face of unwholesome competitor practices, the undue influence of government on business and the cultural expectation that the CEO must be seen and heard. In fact in an emerging economy Nigerian CEOs are seen to have a competitive advantage over expatriate CEOs as their deep and wide

personal and professional networks facilitate their more effective engagement in these two practices.

Shahin and Wright (2004); Selvarajah and Meyer (2006) and Jayakody (2008) in single country studies in Egypt, Malaysia, and Sri Lanka have identified additional attributes and styles of effective leaders that could be explained by the cultural norms and practices of these nations whose culture differs significantly from that of Western nations. Hofstede (2001) has defined the power distance cultural dimension of a nation as “the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally”. Shahin and Wright’s (2004) study of leadership in Egypt discovered that the emergence of authoritarian leadership in Egypt was consistent with the high levels of power distance, found in Middle Eastern countries. Nigeria is also classified as a high power distance nation and this study of CEOs in Nigeria has found this high power distance cultural dimension to be attributable to the CEO practice of *managing irrational requests*, a practice not specifically mentioned in any of the studies above. This cultural dimension manifests in the attribution of significant powers and authority to the CEO by the Nigerian public simply because of his/her position and results in the general public making incredible demands of the CEO that go far beyond his constituted organisational authority and expecting these demands to be met.

A more detailed and comprehensive sub construct of the contextual influences of an emerging economy has resulted in not only the discovery of additional CEO practices but the realisation that the same cultural dimension (defined as a contextual influence) in two emerging economies resulted in the manifestation of different leadership practices. This prompts the need for more detailed and comprehensive sub constructs of emerging economy influences as mentioned above, resulting in deeper insights into the mediating influences of these constructs on leadership practices especially in emerging economies.

6.3 A New Understanding of the Relationship between Emerging Economy (Macro), Company Type (Meso) and CEO Nationality Status (micro) contexts on CEO practices.

While this research study has validated the findings of existing research of CEO practices in developed and emerging economies, it has also shown this literature-based model and explanation to be limited by not only expanding the sub constructs of the influences of an emerging economy but also by identifying two often present and equally important

contextual influences in an emerging economy – which have been hidden in previous research and have not being explicitly explored:

- i) CEOs operating in a country are not culturally homogenous. In addition to CEOs of national origin there are also expatriate CEOs of various nationalities operating in the same environment. National CEOs are influenced by the national culture (which has been found to be embedded in the country context and the external environment). Expatriate CEOs working in this same environment are therefore also influenced by this national culture. However, expatriate CEOs having most likely lived and worked in other countries with national cultures which have in the words of Hofstede ‘programmed their minds” are also influenced by these cultural contexts and bring these influences to bear in their behaviours and practices.
- ii) Companies are also not homogenous. With globalisation, the presence of multi-national companies in both emerging and developed economies is now the norm. Whether a company that the CEO runs is a national or multi-national company has been found to influence what the CEO does and how he/she does it – engaging more or less intensely in any given practice or engaging differently in that practice depending on the company type.

These additional influences, together with the articulation of CEO practices that are attributable to the emerging economy context, expand the previously conceived model in Figure 2 above and provide a more insightful understanding of CEO practices in an emerging economy.

The combination of external influences that served to create an unstable operating environment had expatriate CEOs in particular admitting that they spent far too much time dealing with operational issues and ambiguity and not enough time planning for or thinking about the future of the organisation. Nigerian CEOs, on the other hand, many having not worked in an operating environment other than Nigeria, appeared to take this instability in their stride and did not see this uncertainty or instability as inimical to strategic planning or thinking. So while strategic leadership or strategic thinking is a relevant practice for CEOs in Nigeria, engagement in this practice differs by CEO nationality status.

Four practices (*empowering the workforce, advocacy, legacy and engaging with external stakeholders*) were attributable to whether the CEO was a Nigerian or an expatriate. For instance, expatriate CEOs, not used to the cultural expectation in Nigeria of an exalted CEO who was expected to make all decisions on behalf of the organisation and be highly visible, engaged more in the practice of empowering their top management teams and expecting them to ably represent the CEO even at the highest levels and be accountable for decisions taken. Engagement in the practices of advocacy and legacy was more prevalent in Nigerian CEOs, attributable to the fact that Nigerian CEOs had a stronger commitment to influencing government policy to improve the business environment and give back to the society/community that had produced them. Nigerian CEOs in particular appear to appreciate the importance of external stakeholder networks to business development and growth more than their expatriate counterparts, a discovery that was apparent only through the distinction of CEO nationality status in the study. This further buttresses the insight that Nigerian CEOs appear to be more aware of the strong influence of external factors in what they do and how they do it and the impact of this understanding on business performance and organisational success than expatriate CEOs.

The practice of *connecting the parent company with the domestic company* was limited to CEOs of multi-national companies albeit with differences between CEO nationality types. Expatriate CEOs leveraged their knowledge of Head Office to maintain a line of communication, while Nigerian CEOs relied on their credibility as veterans of the company to increase confidence of head office that local decisions taken were in the best interest of the company. CEOs of multi-nationals based on the huge resources that they had at their disposal courtesy of the multi-national felt a *stewardship* obligation to improve the industry through the introduction of superior knowledge and skills to the local company and to the industry.

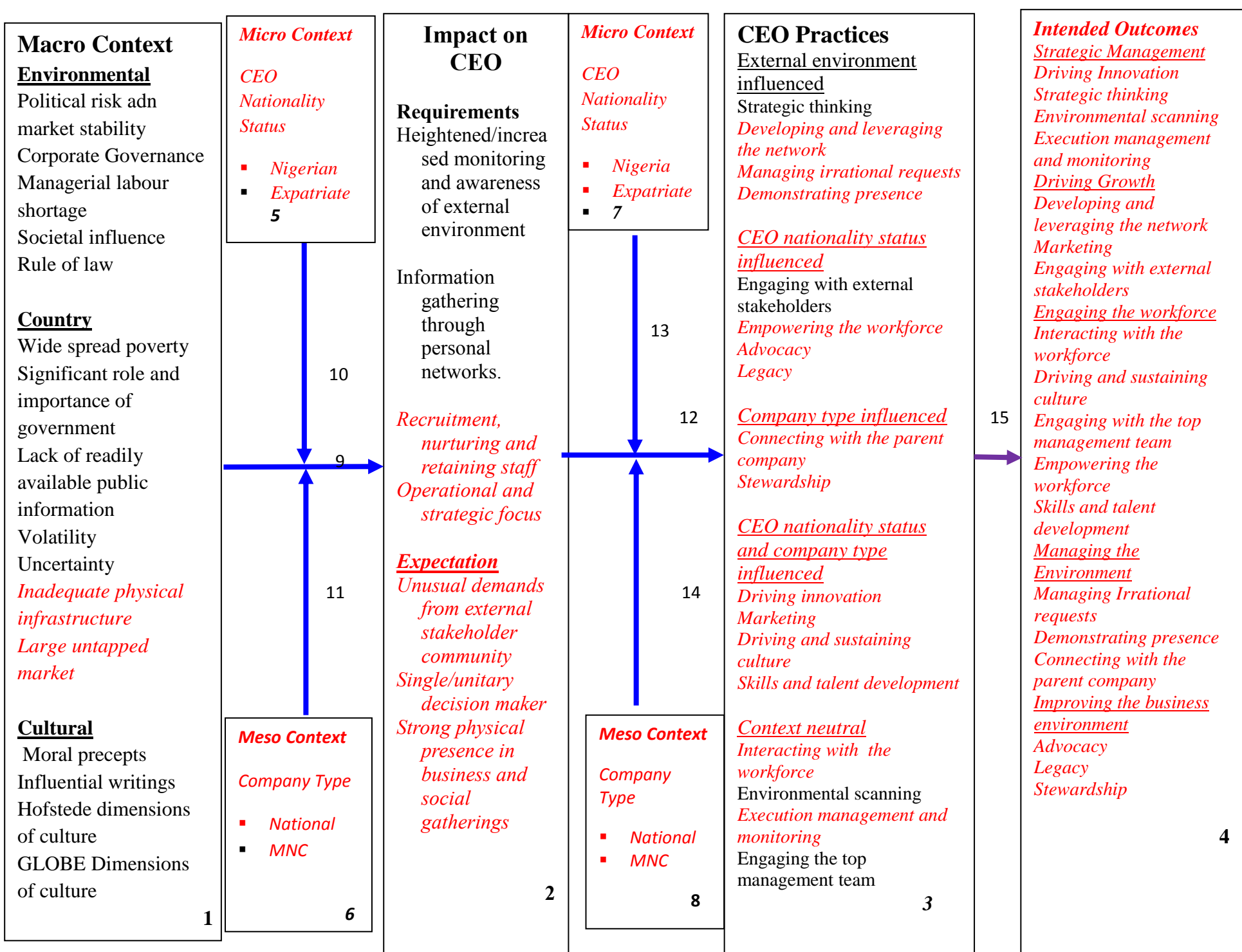
The differences in the practices of *driving innovation, marketing, driving and sustaining culture, skills and talent development* were attributable to a combination of the company type and CEO nationality status. The definition of innovation varied by CEO nationality status and company type and as such the engagement in this practice also varied by CEO nationality status and company type. Nigerian CEOs of national companies described the practice of innovation as products, services and ideas introduced to the market regardless of whether they existed elsewhere while CEOs of multi-national companies saw the leveraging of parent company expertise (which could include the introduction of products and services from other markets into the local market) as a competitive advantage over national companies

without any head office affiliations and not innovation. The practice of driving innovation to CEOs of multi-nationals was more about unique ways or unique models to serve the needs of the local market. Nigerian CEOs of national companies with less established brands than multi-national companies felt a strong desire to propagate the brand at every opportunity and therefore had an “always on” marketing attitude in both social and business gatherings. Nigerian CEOs of national companies engaged in the practice of driving and sustaining culture by not exempting themselves from processes and procedures that define what is acceptable in an organisation while expatriate CEOs were more concerned with changing cultural practices that in their own opinion inhibited CEO effectiveness. While skills and talent development was a common practice across all CEO and company types, Nigerian CEOs of multi-nationals filled skill gaps by external recruitment or undertaking the slow process of growing and nurturing good people while expatriate CEOs of national companies closed the skills and talent gap by emphasising offshore training and secondments to partner organisations.

There were no obvious differences discovered in the four practices of execution management and monitoring, engaging with the top management team, engaging the workforce and environmental scanning making them context neutral practices i.e. they were relevant in any context. Two of these practices engaging with the top management team and environmental scanning were discovered as relevant CEO practices in the systematic review of literature emanating largely from Western, developed economies further confirming the context neutrality or relevance in different contexts.

These new insights allow an enhancement of the model derived from the literature review which is depicted in Fig 3 below

Figure 3 Expanded explanation of CEO practices in an emerging economy (see next page)



The primary elements/constructs of this model have now been expanded to four with the intended outcomes (box 4) of the CEO practices researched here providing further explanation as to why CEOs are engaging in this practice beyond the mediating influence of the emerging economy context on the CEO. CEOs engage in these relevant practices for strategic management purposes, to drive growth in the business, to engage the work force, to manage the environment in which they operate and to improve the business environment in which they operate. In addition, the results of the empirical research conducted in Project 2 has led to an expansion of the sub-constructs of all the constructs of the earlier model – depicted in a red and italics font in boxes 1 to 3.

The construct of the contextual influences of an emerging economy (box 1), using Nigeria as a good example, now includes inadequate physical infrastructure and a large untapped market as additional dimensions in the sub-construct of country context.

The influences of the CEO nationality status and company type, introduced in this expanded model (boxes 5 and 6) have been found to be moderating influences (arrows 10 and 11) in that they now change the relationship between the context and the CEO practices by influencing the previously identified mediating influence of the impact on the CEO (arrow 9). Introducing the company type and CEO nationality status to the research study has resulted in the discovery of one additional requirement of CEOs in an emerging economy and an additional sub-construct in the impact on CEO construct (box 2). Expatriate CEOs now have to balance the traditionally required strategic focus that CEOs must have in their leadership position and the operational focus that is required to be effective in an uncertain and potentially volatile country context of an emerging economy – something that national CEOs do not appear to really consider as they are used to operating in this environment. Also discovered is a series of expectations of the stakeholder community of the CEO based on an articulation by national CEOs on the power distance dimension of culture that results in an ‘exalted view’ of the CEO position. This exalted view results in unrealistic expectations of the power of the CEO, an expectation of the CEO as the single decision maker and the expectation that the CEO be seen in both social and business gatherings regardless of the presence of a top management team.

The CEO nationality status and company type (boxes 7 and 8) also have a moderating influence (arrows 13 and 14) on the resultant CEO practices (box 3). In the earlier conceptual model, the four practices identified were thought to be as a result of the contextual influences of an emerging economy only. The introduction of these two moderating influences shows that only strategic thinking is influenced by the external environment only.

Two practices of environmental scanning and engaging with the top management team have been found to be context neutral i.e. relevant for a CEO in any context thus leading to the creation of a context neutral sub construct in the CEO practices construct.

The moderating influence of the CEO nationality status and company type on the Impact on CEO construct (arrow 9) has led to the discovery of fourteen additional practices that are seen to be relevant for CEOs in an emerging economy (arrow 12). Three more sub-constructs under the CEO practices construct are required to explain the occurrences of these practices better. These sub-constructs are CEO practices moderated by the CEO nationality status only, CEO practices moderated by company type only and CEO practices moderated by both the company type and the CEO nationality status. The fourteen newly discovered practices are depicted as additional sub-constructs and are highlighted in box 3.

This model identifies where the study found evidence of factors and practices previously identified in other emerging economy contexts in Nigeria (represented in black). It also specifically identified new factors and practices in the Nigerian economy (represented in red). Two additional contextual factors of inadequate physical infrastructure and a large untapped market have been found in Nigeria. Some or all of these new practices may translate to other emerging economies (that is for further research to determine) but some which on the surface appear the same may take on a different focus. For example, the practice of Managing irrational requests was found to be attributable to the influence of the high power distance national culture of Nigeria. In Egypt, another example of an emerging economy, the high power distance culture has been used to explain the authoritarian practices of business leaders in Egypt, pointing to the practice of managing irrational requests as one that is different in Nigeria.

This derived model, based on the numerous findings from this study, now links significantly clarified context through newly articulated mediating influences of the impact on the CEO (requirements and expectations) and the moderating influences of company type and CEO nationality status to newly defined CEO practices and intended outcomes.

6.4 Implications of this new understanding for practice

This model sets out a set of factors that are not simply interpersonal, micro level, internal situational determinants of behaviour (as contingency theory would argue) but reflect external macro and meso factors which have some influence on practice. Adaptive theory of leadership which focuses on a leader's relation with the environmental context provides a useful theoretical perspective to guide application to practice. More specific implications of this new understanding for practice are described below.

6.4.1 CEOs in Nigeria

The macro, meso and micro contextual influences examined in this study has shown that being a CEO in Nigeria requires engagement in practices beyond the small number of universal or context neutral practices and includes a larger number of practices that are attributable to context influences such as the external environment, are mediated by CEO nationality status and company type and some of which have been found to be antecedents to business success.

This study suggests that CEOs in Nigeria, regardless of nationality, should be made aware of the strong contextual influences that the external/macro environment presents and how these influences impact what they do and how they do it. The practices of strategic thinking, developing and leveraging the network, managing irrational requests and demonstrating presence are particularly influenced by the external environment and CEOs in Nigeria need to find an appropriate way to engage in these practices to manage these influences.

CEOs in Nigeria are particularly vulnerable to irrational requests made on them due to the cultural expectation of an 'exalted CEO' that has power and influence significantly above what their position allowed. These requests put undue pressure on the CEO and may force him/her to do things that are inimical to business efficiency and productivity e.g. being overstaffed as a result of pressure to provide employment or, in the worst cases, compromising his/her integrity. While these requests can be managed by reduced interaction with the stakeholder community, which would be difficult for Nigerian CEOs, they can also be managed through institutional measures, such as defined regulations, systems and processes that even the CEO must abide by.

In view of the uncertain business environment and the undue influence of government on the business environment, CEOs in Nigeria should consider actively engaging in practices such as stewardship, advocacy and legacy building and also deploy institutional resources to positively influence government policy and improve the business environment.

6.4.2 Nigerian CEOs

Nigerian CEOs as a result of their connectedness to the community of stakeholders and the cultural importance of the visibility of the CEO, are subjected to different expectations than their expatriate counterparts. An appreciation and understanding of these expectations will enable them to balance the negative effects of these expectations such as reduced productivity associated with the visibility expectations and the irrational requests that emanate from this connectedness to the community with the positive business development results that a wide and deep personal and professional network (connectedness to the community) can deliver.

Nigerian CEOs appear to accede to the cultural expectation of visibility and presence of the CEO and engagement with external stakeholders more readily than their expatriate counterparts. The inordinate amount of time these practices require has an impact on CEO productivity and effectiveness. Nigerian CEOs can emulate their expatriate counterparts and empower senior executives or direct reports to take on some of these roles so that they can focus on practices such as strategic thinking that have been acknowledged as CEO practices that are rarely delegated.

While acknowledging the superiority of personal and business networks of Nigerian CEOs, they do take time to nurture and develop and come with the disadvantage of exposing the Nigerian CEO to irrational requests. Nigerian CEOs should consider other means of developing this network that do not diminish the important responsibilities of strategic thinking and executive leadership.

While having the greatest appreciation of the importance of contextually influenced practices to long term and sustainable business growth, HR executives of companies with Nigerian CEOs appeared not to be translating this knowledge into deliberate developmental practices. It is plausible that Nigerian CEOs were already engaging in these practices intuitively – network development, presence in business and social gatherings – and as such HR executives saw no reason for development methods to address these practices. With the

knowledge that leadership can be taught and learned, HR executives of companies in Nigeria, especially national companies should be ready to codify contextually relevant CEO practices into more deliberate leadership competence inventories that include these intuitive practices to ensure that they are purposefully nurtured and developed in up and coming senior executives through specific developmental methods.

6.4.3 Expatriate CEOs

Expatriate CEOs cannot afford to ignore the moderating influence of the macro context of an emerging economy on CEO practices - practices they may never have engaged in and are therefore not adequately prepared for.

This study suggests that expatriate CEOs should be made aware of the cultural norms of the country in which they are operating and again recognise the additional practices they may need to engage in such as demonstrating presence, developing and leveraging networks to respond to these cultural norms in an appropriate manner.

The resultant effect of an uncertain and fast changing environment is that CEOs in Nigeria might need to engage in more operational than strategic activities. Expatriate CEOs should recognise this and be prepared to spend more time dealing with operational issues and ambiguity than they ordinarily would in a developed economy.

However, as demonstrated in this study, expatriate CEOs should not be afraid to engage in activities that are aligned with their national cultures but might go against cultural norms of the country in which they work, if these activities will eliminate or reduce accepted inefficiencies and generally improve the business environment – for instance, empowering senior executives and demanding results and accountability in an environment where the CEO is exalted and revered.

6.4.4 Multi-national companies

Multi-national companies need to re-examine the universal approach they sometimes take to leadership development – one that is developed in Head Office and then replicated and applied across operating entities in other countries with little regard for cultural or other contextual influences.

Multi-national companies could improve their understanding of host countries and local markets by tapping into the ‘on the ground’ experience and local knowledge of the operating environment of their CEOs, whether Nigerian or expatriate. This experience and knowledge can be used to arrive at more informed decisions regarding appropriate and relevant approaches to ensuring a successful business in the host country and more relevant and accurate expatriate briefings of the local environment that also further the objectives of the parent company.

This research, through the study of CEO practices in Nigeria, has brought out quite graphically this important observation. Multi-national companies with expatriate CEOs ascribe less importance to contextually influenced practices than their Nigerian counterparts, revealing some gaps in their knowledge of the local environment. However, multi-national companies in Nigeria appear to have the most robust leadership competence inventories in that despite ascribing less importance, they recognised and included both context neutral and contextually influenced practices in these inventories, paving the way for commensurate developmental attention being given to all CEO practices. Multi-national companies with Nigerian CEOs whilst benefitting from the ‘on the ground’ experience of Nigerian CEOs through ascribing high levels of importance to contextually influenced practices, however fell short of ensuring that these practices were deliberately developed – perhaps because, like me as a one-time Nigerian CEO of a multi-national, their CEOs engaged in these practices intuitively, and were therefore less likely to think that they needed to be deliberately and purposefully developed.

In emerging economies like Nigeria where building a network of strong business and personal relationships over time appears to be an antecedent to business success, multi-national companies should perhaps consider a review of short posting tenures of expatriate CEOs that do not give enough time to build mutually beneficial business and personal relationships. They could also seek to establish more formal frameworks that ensure that the business and personal networks of Nigerian board members and Nigerian members of the top management team are being deliberately and sufficiently leveraged to complement the narrower network of the expatriate CEO.

6.4.5 National companies

Owners/founders of national companies that choose to engage expatriates as CEOs should not leave these companies solely in the hands of the expatriate CEOs, given what can be described as a lack of interest in the external environment by these expatriate CEOs. HR executives of national companies with expatriate CEOs appeared to be aware of contextually influenced practices but attributed less importance to them. Nigerian owners/founders of these companies should therefore be prepared to put in significant effort in the areas of marketing, leveraging networks and developing business as expatriate CEOs of national companies appear to be more contractual in nature, focussed on the operational side of the business and not particularly mindful of the external environment and its impact on what they do beyond running the operational side of the business. However, much like multinational companies with expatriate CEOs, they seemed to have a greater commitment to developing these contextually influenced practices not having the instinctive responses that Nigerian CEOs seemed to have developed in engaging in these practices.

6.5 Leadership development for senior executives/business leaders in Nigeria

Despite there being an acknowledgement of the importance of contextually influenced CEO practices to long term and sustainable business growth, companies in Nigeria are paying more attention to the development of context neutral CEO practices than contextually influenced CEO practices. This could point to an over reliance on Western/developed economy based leadership development programmes which have tended to address context neutral practices which incidentally are found to be relevant in developed as well as emerging economies. There is therefore a need to translate the knowledge of the differences in contextually influenced practices to contextually based leadership development in Nigeria in order to prepare business leaders/CEOs to be more effective in this environment.

Specific context based discoveries of leadership development in Nigeria were made in this study.

HR executives of companies with Nigerian CEOs despite having affirmed moderate to high levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory and ascribed a higher level of importance to these practices did not appear to be paying as much attention to the purposeful development of these practices as HR executives of companies with expatriate CEOs that had declared similar or higher levels of

inclusion in the leadership competence inventory but ascribed lower levels of importance to the practices.

HR executives of multi-national companies with Nigerian CEOs despite appearing to have the greatest understanding of the relevance and importance of contextually influenced leadership practices to long term and sustainable business growth, were paying more attention to context neutral practices than contextually influenced practices.

These discoveries point to the practice, I earlier observed as a Nigerian CEO of a multi-national, of Nigerian CEOs intuitively engaging in contextually influenced practices therefore potentially reducing the recognition and necessity for more deliberate development of these practices. Informal engagement in these practices will not make for the sustainable development of business leaders that are not only relevant but effective in their respective contexts.

An additional number of leadership development methods have been discovered to be employed by companies in Nigeria.. They include regular business sessions to facilitate the development of strategic thinking, actively encouraging social interaction to build social networks that could be leveraged for business opportunity.

Incidentally these additional methods directly address successful engagement in the contextually influenced practices of strategic thinking and developing and leveraging the network. These additional leadership development activities discovered in the Nigerian context are aligned with Bolden and Kirk's (2009) view that leadership development in Africa is integrally related to community development and is also a means for developing the societies in which the leader lives. This would also point to the inclusion of out of classroom, experiential learning and simulated experiences development methods in the leadership development programmes in Nigeria, found by Magner (2008) to contribute to the effective development of leaders in emerging economies, but unfortunately having a low level of utilisation by companies in Nigeria.

Given that both context neutral and contextually influenced practices are found to be relevant for CEOs in Nigeria, leadership development programmes for business leaders in Nigeria must now seek to combine development methods that address both these practices in leadership development programmes. Out of classroom and experiential based methods, must

be combined with western based leadership development methods to develop leaders that are relevant for and effective in their environment.

6.6 Recommendations for practice

This study has shown that leadership development programmes in Nigeria could be more effective if they acknowledge both the relevant context neutral and contextually influenced leadership practices and apply a combination of leadership development methods to address them.

6.6.1 An increased awareness of the impact of the external environment by CEOs

Despite their experience in running the business and their apparent knowledge of the environment/market in which they operate, CEOs in Nigeria must first be made aware of the impact of the external environment on their practices – some of which is taken for granted, especially in the case of Nigerian CEOs.

6.6.2 A purposeful understanding of CEO practices by HR executives

To implement changes in leadership development that will address relevant leadership practices, a more purposeful understanding of these practices and how CEOs engage in them is required by HR executives. It is through this understanding that more applicable and more effective leadership development methods such as the ones discovered in this study to be different in Nigeria can be discovered and applied. It is also through this more purposeful understanding that HR executives can now realise that it is a combination of these different methods and the better known Western based leadership development methods that will lead to more effective contextual leaders. As such HR executives must seek to develop the appropriate mix of context influenced and context neutral leadership development methods in their leadership development programmes.

6.6.3 Senior executive support for change is needed

Creating a sense of awareness and deliberate consciousness of the impact of the external environment in CEOs should provide the required impetus and much needed buy in and senior executive support to drive interventions and changes in leadership development methods and programmes that HR executives need to make to develop more effective and relevant business leaders.

7.0 Limitations of the research

The completeness and quality of the diary records varied significantly from CEO to CEO and in many instances reflected the CEOs dependence or otherwise on his/her assistant to manage his/her diary – as I had asked assistants to complete the diary records on behalf of their CEOs. The diary records could therefore only be used as input for validating CEO practices identified through the thematic analysis of CEO interview transcripts and not as a means of drawing further insights and inferences about CEO practices in Nigeria. Furthermore, no inferences could be drawn from the absence of a particular activity that reflected a practice due to the short period (7 days) of the diary record – an absence of an activity could simply mean that it was not practiced that week not that it was not practiced at all by the CEOs. Diary records kept by the CEOs themselves over a longer period of time could provide further insight and facilitate more substantive inferences and conclusions to be drawn about CEO practices in Nigeria.

At the end of the first empirical study in this research study, five potential areas for further research were identified as follows:

1. What leadership development experiences and interventions have existing CEOs undergone that are relevant to these eighteen practices?
2. Do potential business leaders/aspiring CEOs have an awareness of these practices and to what extent do these practices support or align with their individual needs and aspirations?
3. Do HR and Training and Development functions have an awareness of these practices and to what extent are they covering them in leadership development programmes ?
4. To what extent are potential/aspiring expatriate CEOs aware of and prepared for the influence of the cultural norms and expectations of an emerging economy on their activities and responsibilities prior to deployment by head office or taking up employment?
5. To what extent are potential/aspiring Nigerian CEOs aware of and prepared for the influence of the cultural norms and expectations of an emerging economy on the practices of a CEO running a multi-national or domestic company?

Because of my interest in the development of business leaders in Nigeria, my final empirical study sought to explore the awareness of HR executives, the custodians of leadership development programmes in most organisations, of the identified leadership practices and whether or not they were ensuring these practices were being developed – selecting to pursue the answering of question 3 out of five possible research areas identified above.

A focus on potential/aspiring CEOs i.e. pursuing further research in the areas of questions 2, 4 and 5 could have provided empirical data on real life leadership development experiences of business leaders in Nigeria and also provided deeper insight into how CEOs in Nigeria are prepared to cope with the contextual influences of an emerging economy especially when compared with the findings of this study that has identified very well what is being done to develop business leaders in Nigeria and not specifically how this is being done.

The generalisability of this research is limited by the purposive sampling approach that has been taken which limited the sample to 28 CEOs. Broader sampling through the application of different criteria for company selection would have included a wider diversification of CEOs and companies and provided a more robust empirical basis for conclusions to be drawn. Other studies cited in this research study have had samples as large as 125 CEOs.

Although the qualitative data insight limitations of the forced choice response format were mitigated to some extent by gathering insights from a focussed group session, the focus group was limited to HR executives from companies with Nigerian CEOs and so the insights could not be regarded as either comprehensive or representative of the range of company/CEO types. In addition there was a potential sample bias due to the selection criteria for the focus group. This group comprised of HR executives that had the highest appreciation of the importance of contextually influenced practices to long term business success. In further research in this or other contexts, a wider group that included all the HR executives irrespective of their views on the importance of contextually influenced leadership practices would be an important improvement.

8.0 Further research

The model depicted in Fig 3 above, while providing a new understanding of the relationship between the macro influences of an emerging economy, the meso influence of company type and the micro influence of CEO nationality status on CEO practices and the intended outcomes of those practices also suggest a number of areas that could be beneficial for drawing new insights and improving understanding and knowledge about CEO practices in emerging economies.

Macro context (emerging economy influences) - Macro influences of an emerging economy beyond those discovered in the systematic review of literature were derived from CEO responses in semi-structured interviews. Situating this study in emerging economies other than Nigeria could reveal additional macro influences of an emerging economy and additional insights into the relationships that this model suggests e.g. the mediating influence of the impact of these influences on the CEO.

Micro Context (CEO nationality status) - Research on cross cultural leadership and culturally contingent leadership asserts that national culture does have an influence on leadership practice, behaviour and effectiveness. While CEOs were classified as being Nigerian or expatriate for the purposes of this survey, seven nationalities were represented in the expatriate sample. National culture influences that were not specifically isolated or explored as additional micro contextual influence on leadership practices might have further influenced CEO practices identified in this study and could be worthy of further investigation and research.

Meso Context (company type) - Multi-national companies in this study were defined as local operating entities of companies that had their origins and antecedents outside Nigeria. Since the commencement of this study there have been an increasing number of Nigerian multi-nationals – companies headquartered in Nigeria and with operating entities in other parts of the world. In fact, two of the companies included in this study are Nigerian multi-nationals. Extending the definition of multi-nationals to include Nigerian multi-nationals could extend knowledge about the moderating influences of company type on CEO requirements and expectations (Impact of CEO Box 2) and CEO practices and could also lead to the discovery of additional CEO practices attributable to this company type.

Meso context (industry) - Ten industry sectors, a meso context that could influence CEO practices, were represented in this study. While the potential generalisability of this study is strengthened by this cross sector diversity, there is an insufficient sample size in each sector for an industry based analysis or conclusions. Further studies could include sufficient representation to explore this meso context further.

The impact of contextually influenced practices on business performance - This study, while ascertaining the relevance and effectiveness of contextually influenced CEO practices, did not empirically explore to what extent they contributed to superior business performance. Moreover, despite researcher arguments that the impact of the individual CEO on organisation performance is significant, a number of the CEOs in this study were unwilling to attribute the success of the organisation solely to the practices they engaged in. The impact of these contextually influenced practices on business performance could be empirically researched, contributing to the academic discourse on the relationship between leadership at the CEO level and business/organisational performance.. Practices of CEOs of high performing companies in the same macro environment (high performance defined by the most appropriate and comparable measure of business performance) could be compared to the eighteen relevant practices identified and the occurrence of these practices by the CEO of the high performing company could confer a measure of business performance impact on the practice.

Relevance and effectiveness of development methods - Further research could be conducted on leadership development methods employed by companies in Nigeria to better understand the relevance and effectiveness of the development activities deployed under the leadership development method. For example, in the leadership development literature reviewed, on the job experience was said to be gained through developmental activities such as job assignments, job rotation, action learning, team building and individual development plans. Interviews with aspiring/potential CEOs in these same organisations could ascertain from their real life leadership development experiences, which specific developmental activities were employed in their leadership development programmes and also test the relevance and effectiveness of those methods. This would provide valuable input into the design of contextual leadership development in that development activities that were deemed relevant

and effective in the environment could be incorporated into the design of business leader development programmes.

Testing validity and generalisability - The findings of this study could be tested in other emerging economies to improve the validity and generalisability of the research, using the methodology that was employed to conduct this research. For instance, countries that could be situated in the taxonomy of emerging economy influences would be candidates for the research study, the methodology for this research study could then be followed and findings compared to those in this study. The validity and generalisability of this study could also be enhanced by addressing some of the limitations of the methodology cited in Section 7 above. Criteria for selecting participating companies could be broadened for the inclusion of a larger and more substantive sample size for research purposes and the diary records could be completed by the CEOs themselves over a longer period of time thereby providing a more robust empirical basis and more consistent and accurate diary records for analysis and the development of conclusions, insights and inferences.

This study sought to discover the practices that CEOs engaged in that were relevant and effective in an emerging economy and to what extent these practices were addressed through leadership development. In support of contingency theories that seek to explain how effective leadership is the result of appropriateness of fit between particular behaviours and particular situations, CEO practices in an emerging economy were discovered to be influenced by the macro influences of an emerging economy, discovered in the Nigerian environment to include undue government influence, unwholesome competitor practices, short supply of skills and talent, inadequate social and physical infrastructure, a large untapped market and poor government capacity to implement policies and laws. The inclusion of not previously included (in existing research studies) but potentially relevant meso and micro influences of company type and CEO nationality status led to the discovery of additional CEO practices that were deemed to be relevant in an emerging economy context and the attribution of differences in CEO practices to the individual or combined influence of these contexts. This study provided a new understanding of the relationship between the macro influences of an emerging economy, the meso influence of company type and the micro influence of CEO nationality status on CEO practices and the intended outcomes of those practices. This study also discovered that HR executives in Nigeria are

largely aware of these contextually influenced and relevant CEO practices and their importance for long term sustainable business success, albeit at varying levels that again could be attributed to the company type and CEO nationality status.

Through an improved understanding of the differences in CEO practices in an emerging economy this study has informed contextual leadership development by proposing that due to the presence and relevance of both context neutral and contextually influenced CEO practices in an emerging economy, Western based leadership development methods which tend to address context neutral practices must be combined with out of classroom experiential and other unique leadership development methods that address successful engagement in contextually influenced leadership development practices to develop business leaders that can be relevant and effective in an emerging economy context.

SCHOOL OF MANAGEMENT

DBA THESIS

PROJECT 1

OMOBOLA JOHNSON

An exploratory study of CEO practices in an emerging economy

Supervisor: Dr Catherine Bailey

June 2009

PROJECT 1 – A SYSTEMATIC REVIEW OF THE LITERATURE ON THE PRACTICES CEOs ENGAGE IN THAT ARE PERCEIVED TO BE OF PARTICULAR RELEVANCE AND EFFECTIVENESS IN AN EMERGING ECONOMY CONTEXT

9.0 Introduction

My practical interest in this research came about from my first hand experience of being CEO of a multi-national organisation in an emerging economy. In this role, I observed the peculiar economic, political and social characteristics that the Nigerian operating environment presents to businesses and individuals fulfilling business leadership roles. Working in a multi-national, I was also aware that my counterparts in more developed economies did not have the same characteristics or influences in their market place but nevertheless, our preparation for business leadership roles in the organisation was designed and developed primarily in the US and based on leadership competency models that were universally applied across countries and cultures in which the company had operating entities.

Of particular interest to me therefore was not only to increase the understanding of the influence of an emerging economy like Nigeria on the behaviour and practices of CEOs in that environment but also to ascertain whether or not these practices and behaviours are being deliberately addressed through leadership development.

In exploring and scoping potential areas of academic literature to discover what is known about these issues, I discovered that various theories of leadership have argued that the context in which leadership is enacted moderates the effectiveness of leadership behaviour (House and Aditya, 1997). Furthermore, contextual influences on leadership can be quite complex and this complexity is seen in the various definitions of context within which leadership behaviour has been researched. Contextual influences have been defined from both an internal and external perspective. They have ranged from organisational contexts of

stability and chaos to external contexts of uncertainty, volatility and turbulence caused by contextual factors such as technological change, political change and industry transformation. The influence of national culture on leadership behaviour too has been fairly well researched and empirical evidence gathered in this area supports both a contingency and adaptive leadership perspective.

However, there are two important gaps in the existing literature. Firstly, as the majority of contingency leadership research has been conducted by Western (US and Europe) researchers in Western/developed economy contexts, relatively little appears to be known about the manifestation of leadership behaviour in other contexts. Secondly, the construct of leadership in most contingency leadership research has been defined fairly broadly and includes leadership at the top and middle tiers of the organisation i.e. executive, senior and middle management. Leadership at the CEO level has not benefited from extensive research for reasons including a lack of access to CEOs and the work schedules of most CEOs not being conducive to detailed first person empirical research (Harrison and Pelletier, 1997).

The aim of this systematic review is therefore to understand what is known about the **practices CEOs engage in that are perceived to be of particular relevance and effectiveness in an emerging economy context.**

9.1 Overview of research on Chief Executive Officers (CEO)

Wibowo and Kleiner (2005, p88) quote a very specific dictionary definition of the CEO as ‘the highest ranking and paid executive who should be responsible for implementing the strategic plans and policies of the Board of Directors on an operational basis.’

More succinctly, renowned management guru, Peter Drucker, as quoted by Edersheim (2007) simply defines the role of the CEO as providing strategic, moral and human leadership to an organisation.

These two definitions provide some understanding for the direction and importance of research on CEOs over the years. Research on CEOs appears to be converging around four themes.

- i) The relevance and importance of leadership at the CEO level

The academic debate around the importance of leadership in an organisation was initially prompted by Lieberman and O'Connor's (1972) seminal study that put forward empirical evidence that contradicted what was generally accepted about leadership in general and CEOs in particular. They argued that individual leaders did not make a notable difference to organisational performance. Several studies, including those of Day and Lord (1988); Thomas (1988) and Mackey (2008), have focussed on examining the validity of Lieberman and O'Connor's claims by revising methodologies and sample size amongst other things. These studies, while accepting that environmental context does impact organisational performance, have argued that the impact of the individual CEO on firm performance is also significant.

These opposing claims of the relevance and importance of leadership at the CEO level has led to this being a contested area and a subject of further academic debate.

- ii) Characteristics and demographics of CEOs - Are CEOs different from other members of the organisations or the teams that they lead and if so, how do these differences contribute to organisational success?

Hambrick and Mason (1984) Upper Echelons Theory was among the first to propose that strategic choices and performance levels of organisations are partially predicted by the background and characteristics of upper level executives. Norburn (1989) and Heidrick and Struggles (2008) have sought to analyse and assess the trends in background, career routes and behavioural/personality patterns of CEOs and what this portends for succession planning and developing the CEOs of the future.

- iii) What do CEOs do and how does what they do contribute to desirable organisational outcomes

Leadership practices of CEOs have been largely examined in the strategic leadership literature and includes theoretical and conceptual papers that have built up models of leadership for CEOs and empirical research to deconstruct practices and test these models (Ireland and Hitt, 1999; Hagen, Hassan and Amin, 1998; Analoui and Karami, 2002). Literature in this thematic area also includes CEO interviews, papers and books written by CEOs that provide a practitioner backing for academic knowledge.

iv) The impact of external influences on CEO behaviour .

An emerging body of literature about CEOs is complementing contingency theory literature and is seeking to examine how various contexts of uncertainty, instability and turbulence affect the behaviour and practices of CEOs. Included in this thematic area are several studies that seek to identify manifestations of CEO behaviour and practices that can be attributed to or explained by the country context (Suzuki, 1990; Spencer et al, 2008; Sawyerr, Edbrahimi and Thibodeaux, 2000).

In the light of the question that I am seeking to answer, this systematic review will include literature from all these areas.

The rest of this document is organised as follows: Section 10 provides a detailed description of the methodology that was applied in the conduct of this systematic review. Section 11 contains descriptive findings of the literature that passed the rigorous quality assessment and criteria for a full text review, (by type, country of origin, journal, date of publication). Section 12 presents the key findings of the reviewed literature in the form of answers to the specific questions asked of the literature. Section 13 contains a synthesis of the key findings which results in insights and the development of some preliminary conclusions about what the literature has answered and failed to answer. The final section draws from previous sections to identify research gaps and chart the course for further research.

Detailed findings of the literature reviewed, especially around specific practices that CEOs engage in different contexts, can be found in Appendices 2, 3, 4 and 5.

10.0 Methodology for conducting Systematic Review

For further clarity and focus, the systematic review question has been broken down into six questions as follows:

1) *What are the CEO practices that are thought to be relevant and effective in any context?*

The answer to this question should provide an understanding and assessment of the most commonly relevant CEO practices. Furthermore, it will provide a basis for identifying or differentiating CEO practices that appear to manifest primarily in emerging economies.

2) *What is known about the impact and influence of non Western, non industrial cultures on CEO practices?*

This question should assist in isolating CEO practices that appear to manifest in non Western, non industrial cultures and which are different from 1) above. An attempt will be made to identify the potential factors (cultural and other specific country influences) that might have led to the manifestation of these practices.

3) *What is known about the contextual factors of an emerging economy and how have these been defined?*

Knowledge in this area should assist in the development of a model/framework for relevant contextual factors in an emerging economy that can be used to effectively research CEO practices.

4) *What is known about the contextual factors of an emerging economy and how have these been defined in Nigeria ?*

The answer to this question will enable me to test the validity and utilisation of the model developed in question 3 – how/where do Nigeria's specific influences fit into the contextual factors of an emerging economy?

5) *What is known about CEO practices in an uncertain environment?*

An earlier scoping and exploration of potential areas of academic literature revealed that even in Western countries that are deemed to have relatively stable external environments, some industries are so prone to change and discontinuity that CEOs in

these industries sometimes have to adopt/align with practices of CEOs in uncertain (risky volatile, turbulent) environments, such as emerging economies, to be effective and successful. Knowledge of CEO practices in an uncertain environment could therefore enrich the data on CEO practices in emerging economies.

6) What is known about CEO practices and the antecedents of business success in Nigeria?

As identifying CEO practices that are particularly relevant in the Nigerian context is a central focus for this research, then I need to identify any studies that can inform this question so as to develop research propositions that will further the understanding of CEO practices in an emerging economy context and the implications for leadership development for potential CEOs without duplicating existing research.

10.1 Panel Members

Table 5 List of panel members

Name	Title	Organisation
Dr Catherine Bailey	Director, Business Directors Programme	Cranfield School of Management
Prof. Kim Turnbull-James	Professor of Executive Learning, Director of the Centre for Executive Learning and Leadership	Cranfield School of Management
Mr John Glen	Senior Lecturer in Economics	Cranfield University
Dr. Javier Marcos	Systematic Review Specialist	Cranfield School of Management
Heather Woodfield/Anita Beale	Information specialist	Cranfield University

Panel Members were consulted on a regular basis. In the first instance, Dr Catherine Bailey, my supervisor and Dr. Javier Marcos, the systematic review specialist, were consulted during the definition of the systematic review questions and the production of the final draft of the systematic review protocol. All members of the panel were consulted on a fairly regular basis

to provide recommendations for literature and assistance in progressing my thinking as I tried to synthesise the results of the full text reviews.

10.2 Search Strategy

Three key sources of information for this systematic review will be used – databases, books, working papers and theses. Specifically:

- Electronic databases included ABI/ Inform, BSCO, Science Direct (Elsevier)
- Reports from multi-lateral organisations such as the IMF, World Bank and African Development Bank, especially as they relate to emerging economies, were accessed to enrich the production of a synthesis of the contextual factors of an emerging economy.
- Relevant books or reports from head-hunters and executive recruitment consultants were sought to provide a practitioner perspective of CEO practices that are relevant for success and so are included in executive search profiles
-
- Other recommendations from panel members including unpublished theses and working papers

In addition, all articles referenced in the earlier scoping of academic literature were subjected to the selection criteria described below.

10.2.1 Key Words

The development of search strings starts from the identification of keywords that are relevant to answering the research question and sub-questions posed above. These key words and the rationale for their selection are included in Table 6 below.

Table 6 Key words and rationale for inclusion

Key Words	Rationale
Chief Executive Officer or CEO	Unit of analysis of research has been narrowed down to the Chief Executive Officer.
Strategic Leadership	Recognised as one of the most important roles of a CEO and should detail key practices of CEOs.
Adaptive Leadership	A form of leadership that recognises the need for leaders to respond adaptively in environments of change.
Emergent strategy	A form of strategic planning and execution suitable and effective in uncertain environments.
Emerging economy or emerging market	Context of interest is an emerging economy context.
Uncertain	Term widely used in contextual studies to define environments of constant and unexpected change.
Turbulent	Term widely used in contextual studies to define environments of constant and unexpected change.
Volatile	Term widely used in contextual studies to define environments of constant and unexpected change.
Risky	Term widely used in contextual studies to define environments of constant and unexpected change.
Unpredictable	Term widely used in contextual studies to define environments of constant and unexpected change.
Culture	A key contextual factor that impacts/influences leadership behaviour and leadership practices.
Roles	Attention to duty expected of an employee within an organisation.
Practices	Performance according to custom of an employee within an organisation.
Processes	A set of actions that describe what people do in an organisation.
Behaviours	Actions, attitudes, disposition, moral conduct that is brought to bear in the enactment of roles, practices and processes.

10.2.2 Search Strings

In order to identify research of particular relevance and exclude texts with limited relevance to the specific areas of interest, the key words were combined to create topic relevant fields within which to conduct searches. The search strings were constructed from these key words and are listed in Table 7 below.

Table 7 Search strings

1.	(chief executive officer) AND (strategic leadership)
2.	(chief executive officer) AND (practice OR process OR behavior OR role)
3.	Adaptive leadership
4.	Emergent Strategy
5.	(chief executive officer) AND (adaptive leadership)
6.	(chief executive officer) AND (uncertain* OR turbulen* OR volatil* OR risk* OR unpredictable)
7.	(chief executive officer) AND (cultur*)
8.	(chief executive officer) AND Nigeria
9.	(Emerging OR Developing) AND (economy OR market)

To check that no literature was missed by omitting the accepted abbreviation of the Chief Executive Officer, a further check was constructed on the search strings with “CEO” inserted. No further results emerged.

To ensure that the search strings provide answers to the systematic review questions the nine search strings defined above and the six systematic review questions they are associated with are shown in Table 8.

Table 8 Relationship between systematic review questions and search strings

Systematic Review Question	Search String
What are the CEO practices that are thought to be relevant and effective in any context?	1,2
What is known about the impact and influence of, cultures on CEO practices?	6,7, 8
What is known about the contextual factors of an emerging economy and how have these been defined?	8,9
What is known about the contextual factors of an emerging economy and how have these been defined in Nigeria?	9
What is known about CEO practices in an uncertain environment?	3,4,5,6 and 8
What is known about CEO practices and the antecedents of business success in Nigeria?	8

However, a test of search string 9 yielded over 20,000 items from the three databases. While it was clear that this search string was not specific enough, it was not immediately obvious how to narrow the search string to capture more relevant literature in the very broad field of emerging markets and emerging economies. Upon further reflection and consultation with the systematic review expert, it was agreed that applying selection criteria and quality assessment to these articles would be too time consuming and would amount to a parallel systematic review. The approach taken was therefore to rely on literature recommendations from panel members and carefully cross-reference these to ensure a better coverage of the literature. Reports from multi-lateral organisations specified in 10.2 above and reports from the National Planning Commission in Nigeria provided a rich source of data to facilitate answering questions 3 and 4 above.

The results of applying these search strings 1 – 8 are included in section 10.2.3 below.

10.2.3 Selection Criteria

In order to further define and refine the pool of relevant literature being accessed, a number of selection criteria were set to determine (by examination of the Title and Abstract of papers) which would be included or excluded from the final pool. The inclusion and exclusion criteria and their rationale are set out in Tables 9 and 10 respectively.

Table 9 Inclusion criteria and rationale

Inclusion	Rationale
Papers must have chief executive officer as main theme.	Focus of research proposal is CEOs.
Papers must include or discuss CEO practices and processes.	Interest is in what CEOs do or are supposed to be able to do and issues they deal with.
Discussion of emerging markets/economies must assist in the classification/taxonomy of emergence e.g. GDP/Head, human development index, numbers below poverty line.	Need to account for the differences between emerging economies, given the breadth of the definition.
Discussion of emerging economies must make reference to the factors that create uncertainty, volatility and turbulence in an emerging market.	Interest in emerging economies is primarily from the point of view of the environmental uncertainty they present and what CEOs do to cope with those uncertainties.
Discussion of leadership and competency development practices for CEOs.	To give some sense and context to practices and processes of CEOs that are requirements for success and are therefore included in the development and training of CEOs when they are in role.

Table 10 Exclusion criteria and rationale

Exclusion	Rationale
Papers that are focused on public and not for profit sectors.	Research proposal is focused on business and for profit organisations
Papers where cultural context is a western industrialised and developed economy ONLY.	Interested in the cultural context of a developing/emerging economy in order to identify the manifestation of different CEO practices and processes.

10.2.4 Database search yields

The results of the application of the selection criteria to all the items returned by the searches are shown in Table 11.

Table 11 Database search yields

Search string	Proquest		BSCO		Science Direct	
	Database Hits	Post review of title and abstract	Database Hits	Post review of title and abstract	Database Hits	Post review of title and abstract
(chief executive officer) AND (strategic leadership)	17	7	196	19	6	3
(chief executive officer) AND (practice OR process OR behavior OR role)	1249	37	1121	17	49	6
Emergent Strategy	0	0	0	0	0	0
(chief executive officer) AND (adaptive) AND (leadership)	4	2	3	1	6	1
(chief executive officer) AND (uncertain* OR turbulent* OR volatile* OR risk* OR unpredictable)	465	59	294	14	14	2
(chief executive officer) AND (cultur*)	17	1	102	4	6	1
(chief executive officer) AND Nigeria	7	5	11	5	61	2
Total papers for quality assessment and quality appraisal review		111		60		15

Prior to applying the quality assessment criteria on papers that passed the title and abstract review, the search results were streamlined to eliminate duplicate returns on the databases and the search strings.

Number of papers selected for full text review and quality appraisal and assessment after elimination of duplicates are shown in Table 12 below.

Table 12 Papers eligible for quality appraisal

Title and abstract review results	186
Duplicates eliminated	74
Papers eligible for quality appraisal	112

References of papers selected for full text review were also reviewed and searched for relevant articles and are shown in Table 13.

Table 13 Cross referenced papers eligible for review

Cross referenced papers eligible for full text review	20
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Selection criteria were also applied to all papers referenced in the earlier scoping of academic literature. Results are shown in the Table 14 below. Some papers in this scoping were also included in the search strings for the systematic review above.

Table 14 Papers included from scoping study

No. of references in scoping study	91
No. eligible for full text review	9
No. already included in systematic review data base search	9
Additional references from scoping study	0

10.2.5 Quality Assessment Criteria

Quality assessment criteria provide more detailed inclusion and exclusion criteria and provide a means of ensuring that only important and relevant studies are included when the results of the systematic review are being synthesised. Table 15 shows the quality assessment criteria that have been applied to the studies eligible for quality appraisal.

Table 15 Quality assessment criteria

Type of Research	Quality Assessment Criteria
Conceptual/Theoretical	<p>Must include theories or theoretical frameworks that apply to CEO characteristics, activities and critical review of their role.</p> <p>Must include theories or theoretical or conceptual frameworks that attempt to link leadership practices, processes and behaviour to context or situations.</p> <p>Papers that discuss emerging economies.</p>
Empirical	<p>Can be quantitative or qualitative.</p> <p>Surveys involving CEO practices, processes and activities.</p> <p>Case studies involving CEOs in emerging or developing economies.</p> <p>Studies that compare CEO practice, processes and activities in an emerging economy to behaviour in a developed economy.</p> <p>Contribution to knowledge of CEO practices and processes relevant and effective in uncertain contexts.</p>
Methodological	<p>Review of methodologies earlier adopted in addressing same question.</p> <p>Justification for methodology used.</p>

10.2.6 Quality Appraisal Criteria

Quality appraisal criteria are a checklist of factors that need to be evaluated for each study. Quality appraisal criteria have been derived/ adapted from Tranfield, Denyer and Smart (2003) and supplemental reading provided on how to appraise/assess qualitative research and the guidelines that high quality journals such as Academy of Management Review, utilise for peer reviews and final acceptance of articles. Each quality appraisal criteria has been assigned a numerical scale and a numerical assessment of quality has been obtained. Quality appraisal criteria and the numerical scale attached to the criteria are shown in Table 16 Quality appraisal criteria below.

Table 16 Quality appraisal criteria

	High = 3	Medium = 2	Low = 1	Not applicable
Theory	Well articulated theory or theoretical framework.	Fairly well articulated theory or theoretical framework.	Insufficient definition or articulation of theory.	Element not applicable to paper.
Research Design	Very well justified and defensible research design. Methods utilised discussed in detail. Appropriate for research question asked.	Fairly well justified research design. Methods utilised discussed. Appropriate for research question asked.	Inadequate justification for research design. Insufficient information to determine appropriateness for research question.	Element not applicable to paper.
Alignment of concepts and ideas	Concepts and ideas are very well aligned.	Concepts and ideas are fairly well aligned.	Not enough information to assess alignment.	Element not applicable to paper.
Data Collection and Analysis	Systematic, transparent and auditable collection, analysis and interpretation of data.	Systematic collection, analysis and interpretation of data. Some gaps in auditability and transparency.	Data collection, analysis and interpretation unclear.	Element not applicable to paper.
Conclusions	Aligned to theme of paper. Link between theory or hypotheses and empirical evidence is strong. Route to conclusion is clear. Limitations of evidence is clear	Aligned to theme of paper. Link between theory or hypotheses and empirical evidence is fair. Route to conclusion is fairly clear. Limitations of evidence is fairly clear.	Conclusions not in alignment with theme of paper. Link back to theory is unclear or there appears to be no link to theory. Route to conclusion is unclear.	Element not applicable to paper.
Contribution to knowledge	Meaningful and significant contribution to the field. Could include a new discovery.	Incremental contribution to knowledge and limited in importance and significance.	Contribution to knowledge is unclear.	Element not applicable to paper.

10.2.7. Summary of sources and evaluation process.

Seventy three items resulted from the systematic process of applying the search strings, subjecting resulting items to quality assessment criteria and then full text review assessments.

Table 17 provides the details of the source and outcome of this process.

Table 17 Sources of literature and evaluation process

Source	Number of Papers
Identified from database searches	112
Panel recommendations	9
From Scoping study	0
Cross-referenced	20
Country and Multinational Reports	5
Books	1
CEO and TMT search string (see section 12.1)	5
	152
Excluded on quality assessment criteria	68
Accepted for full text review	84
Excluded on basis of full text review	11
Accepted papers for data extraction and synthesis	73

10.2.8 Data Extraction

To provide the basis for synthesizing the emerging literature and research, the data from the articles that scored a minimum of 12 points in the quality appraisal were then extracted into the following format outlined in Table 18.

Table 18 Data extraction fields

Field	Field Description
Citation Information	Author, year, title of paper, journal title, publisher, volume, issue, page number, URL and date searched (if web page)
Purpose	Description of study/Research question
CEO practices and processes	CEO practices, processes and activities discussed in the article
Evidence of effectiveness	Data capturing the extent to which CEO leadership is perceived to be effective in the article
Emerging economy contextual influences	Particular emerging economy influences that are considered to contribute to uncertainty and turbulence
Emerging economy taxonomy	Factors in reports/studies and articles that have been used to classify or differentiate emerging economies
Key Findings	Summary of main conclusions, research gaps identified/limitations of study
Theoretical/Conceptual framework	Established theory or theoretical framework underpinning study if any (strategic leadership, adaptive leadership, contextual leadership etc)
Type of study	Theoretical or empirical study. If empirical – is it qualitative or quantitative?
Country	Emerging economy in which study is situated - where data was collected
Method of data collection and analysis	Methods of data collection and analysis

11.0 Descriptive Findings

An analysis of the literature base, subjected to the data extraction process, provided some useful insights into existing research on CEOs.

11.1 Studies by Type

Empirical studies with the CEO as the primary unit of analysis formed over half of all the research on CEOs, possibly implying that knowledge about CEO practices is better gained through empirical first person research. With 48 out of 64 of these papers written by academics, there appears to be little practitioner interest in CEO practices– a potential gap this research study might fill. Table 19 shows the analysis of the research studies by type.

Table 19 Analysis of accepted papers by research type

Study Type	Number
Empirical – studies with CEOs as the source of data (surveys, interviews)/primary unit of analysis	33
Conceptual – articulates a theoretical construct, advances a theoretical argument or develops a model	15
Practitioner – written by a practitioner or about a practitioner (i.e. a CEO) for academic or practitioner publications - interviews, speeches by CEOs	6
Context - Papers and reports related to contextual influences of an emerging economy	19
	73

11.2 Studies by country of origin

As expected, a large proportion of papers (45%) reviewed came from North America but with a fair representation (27%) of papers from emerging economies. A number of studies compared CEO practices in Western/developed economies and emerging/developing economies, signifying that there is some realisation that CEO practices in these contexts might be somewhat different and as such, worth researching. CEO research could therefore benefit from additional empirical research being conducted in emerging economy contexts. Table 20 below shows the analysis of accepted papers by country of origin.

Table 20 Analysis of accepted papers by country of origin

Country	
North America – USA and Canada	33
South America – Brazil/Venezuela	2
Western and Northern Europe	6
Southern Europe - Greece, Spain	3
Eastern Europe	1
Africa – Nigeria/South Africa	11
Asia – China/Hong Kong/India	6
Australasia – Australia/New Zealand	1
Middle East	1
Multi-country comparisons	9
	73

11.3 Studies by Journal Title

Academic literature was sourced from over 40 journals with more than a third coming from journals rated 3* or above in the Cranfield SOM rankings, implying that some high quality research is being done on CEOs. The high number of journals that this literature was sourced from suggests that CEO practices are quite diverse, cutting across the specialist fields of leadership, management, cross cultural management and organisational development. Interestingly, the largest concentration of articles came from the Strategic Management Journal and Long Range Planning, pointing to a proposition that researchers see the primary role of the CEO as strategic and long range planning for the organisation. Table 21 shows an analysis of accepted papers by journal title and Cranfield SOM rating.

Table 21 Analysis of accepted papers by journal title

Journal Title	Quality (Cranfield Rating)	Number
Academy of Management Journal	4*	3
Academy of Management (Executive)	4*	2
Academy of Management (Review)	4*	1
Strategic Management Journal	4*	6
Administrative Science Quarterly	4*	1
Harvard Business Review	4*	1
Journal of Management Studies	4*	1
California Management Review	4*	1
Journal of International Business studies	4*	1
Long Range Planning	3*	7
Organisational Dynamics	3*	1
Journal of Management Inquiry	3*	1
Corporate Governance: An international review	3*	2
S.A.M. Advanced Management	1*	1
Leadership and Organisation Development	1*	1
European Management Journal	1*	2
European Journal of Work and Organisational Psychology	1*	1
Journal of Management Development	1*	2
Management Decision	1*	3
International Journal of Value Based Management	Ungraded	1
International Journal of Business	Ungraded	1
Vision	Ungraded	1
Strategic Direction	Ungraded	1
International Studies of Management and Organisation	Ungraded	1
Management Research News	Ungraded	1
Strategic Change	Ungraded	1
Emerging Markets (Finance and Trading)	Ungraded	1
Leader to Leader	Ungraded	1

Journal Title	Quality (Cranfield Rating)	Number
McKinsey Quarterly	Ungraded	1
Journal of Managerial Issues	Ungraded	1
Vital Speeches of the day	Ungraded	1
Journal of Business Research	Ungraded	2
International Journal of Service Industry Management	Ungraded	1
MIS Quarterly	Ungraded	1
Irish Journal of Management	Ungraded	1
Organisation Development Journal	Ungraded	2
International Journal of Emerging Markets	Ungraded	1
Journal of Occupational and Organisational Psychology	Ungraded	1
Journal of Applied Psychology	Ungraded	1
International Journal of Organisational analysis	Ungraded	1
	Ungraded	
Cross Cultural Management	Ungraded	1
Journal of policy modelling	Ungraded	1

11.4 Studies by year of publication

More than half of the research studies were published after 2000, which may signify increasing interest in CEO research. Table 22 depicts the analysis of accepted papers by year of publication.

Table 22 Analysis of accepted papers by year of publication

Year	Number
1970 - 80	1
1981	2
1984	1

Year	Number
1985	4
1986	3
1988	3
1989	2
1990	1
1992	2
1993	4
1995	2
1997	3
1998	2
1999	1
2000	4
2001	1
2002	7
2003	3
2004	3
2005	3
2006	5
2007	4
2008	12 (includes 5 published and current reports used to define taxonomy of an emerging economy)

In summary, an analysis of the literature sources for this systematic review suggests that:

- Empirical studies with CEOs as the unit of analysis appear to be the favoured approach to conducting CEO research.
- Knowledge of CEO practices in emerging economies could be improved by situating more research studies in this context.

- CEO practices are wide and diverse but with recognition of strategic management and long range planning as important.
- There is a growing interest in CEO research.

12.0 Key Findings

The purpose of this chapter is to examine how and to what extent the literature that was subject to a full text review provides answers for the questions that the systematic review poses. For clarity and ease of reference, this section has been arranged in the order of the six questions raised at the beginning of the document.

- 1) What are the CEO practices that are thought to be relevant and effective in any context? (Section 12.1)
- 2) What is known about the impact and influence of non-Western, non-industrialised cultures on CEO practices? (Section 12.2)
- 3) What is known about the contextual factors of an emerging economy and how have these been defined? (Section 12.3)
- 4) What is known about the contextual factors of an emerging economy and how have these been defined in Nigeria? (Section 12.4)
- 5) What is known about CEO practices in an uncertain environment? (Section 12.5)
- 6) What is known about CEO practices and the antecedents of business success in Nigeria? (Section 12.6)

12.1 What are the CEO practices that are thought to be relevant and effective in any context?

Given that strategic leadership is enacted at the highest levels of the organisation, research on strategic leadership provided a good starting point for identifying CEO practices. Detailed findings of these empirical studies with CEOs and strategic leadership as the main focus are included in Appendix 2 – CEO practices in a stable environment. Beyond the generic strategic leadership practices, an analysis and distillation of these empirical studies revealed

environmental scanning and the management of external stakeholder networks as important inputs into the strategic management process, which were rarely delegated and therefore warrant separate consideration as effective CEO practices.

It will be observed that the CEO-Top Management Team (TMT) interface was not included in the questions to be answered or in any search strings developed in the search strategy. The inclusion of the CEO-TMT interface came up as I progressed with the systematic review and it became increasingly obvious that because CEOs enact and operationalise their practices through others, most especially their direct reports otherwise known as the top management team (TMT), a review of CEO practices would be incomplete without an understanding of what is known about the interaction between CEOs and their top management teams. Another reason to examine the CEO-TMT interface is provided by Ireland and Hitt (1999). Contrary to the belief that strategic leadership is the remit of the CEO, they put forward a view that CEOs as ‘single leaders’ are constrained in their ability to deal with rapidly increasing amounts of data and the general complexity of the global economy and will increasingly rely on the collective intellect of the top management team to make sense of the uncertainty created by the global economy.

12.1.1 Strategic Leadership

Ireland and Hitt (1999) define strategic leadership as a person’s ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a viable future for the organisation. They put forward six components of effective strategic leadership as follows:

1. Determining the firm’s purpose or vision – what a company exists to achieve.
2. Exploiting and maintaining core competencies – the resources and capabilities that give the firm its competitive advantage.
3. Developing human capital –the knowledge and skills of a firm’s entire workforce
4. Sustaining an effective organisational culture – the complex set of ideologies, symbols and core values shared throughout the firm.
5. Emphasising ethical practices – the moral filter through which potential courses of action are evaluated.

6. Establishing balanced organisational controls – formal information-based procedures that strategic leaders and managers use to frame, maintain and alter patterns of organisational activities.

Hagen, Hassan and Amin (1998) claim that the primary responsibility for effective strategic leadership rests with the CEO and that this responsibility cannot be delegated. A test of this claim is provided in Table 23 below, which plots CEO practices distilled from empirical studies in a number of studies with the CEO as the main focus against the strategic leadership components put forward by Ireland and Hitt (1999). Practices of CEOs as defined by these empirical studies can be plotted on two or more of these strategic leadership components, giving some support to the claim that strategic leadership is the primary responsibility of the CEO.

Table 23 CEO practices distilled from empirical studies plotted against components of strategic leadership

	Country /Context	Determining strategic direction	Exploiting and maintaining core competencies	Developing human capital	Sustaining an effective corporate culture	Emphasising ethical practices	Establishing balanced organisational controls
Harrison and Pelletier (1997)	US	x		X			x
Bass (2007)	US	x	x	X	x		x
<u>Wibowo and Kleiner (2005)</u>	US	x		X	x		x
Noel (1989)	Canada	x	x	X			x
De Frank et al (1985)	Japan	x		X	x		
Edwards (2000)	US	x		X			x
Cheung and Chan (2008)	China		x	X	x		
Analoui and Karam (2002)I	UK	x					x
Spencer et al (2008)	India	x	x		x		x
De Hoogh et al (2004)	Uncertain environment	x		X			
van der Merwe and van der Merwe (1985)	South Africa	x	x	X			x
Heidrick and Struggles (2006)	China	x		X	x		

x- indicates a practice identified in the study that is aligned/similar to/the same as the strategic leadership component

This selection of studies conducted in different countries and contexts also provides some additional insights into CEO practices. For example, with the exception of two studies in China, one in Japan, one in the UK and one in an uncertain environment, three out of six strategic leadership components –determining strategic direction, developing human capital and establishing balanced organisational controls were described as CEO practices and could therefore be deemed as ‘context neutral’ i.e. they could be relevant and effective in any context.

Evidence of effectiveness of these practices are provided in several of these empirical studies. For example, CEO involvement in strategic planning has been found to be beneficial to organisations in terms of competitive pricing strategies that increase market share (Daniel, 1992). CEOs environmental scanning and strategic awareness had an impact on firm performance as defined by Return On Assets, stakeholder satisfaction and employee commitment (Analoui and Karami, 2002).

12.1.2 Environmental Scanning

Environmental scanning is a major element of the strategic management process for which CEOs are responsible, and there is ample empirical evidence to suggest that a large proportion of executive time is spent scanning for information (El Sawy, 1985; Wheelen and Hunger, 1998). El Sawy (1985) and Analoui and Karami (2002) define environmental scanning as the monitoring and evaluation of events and relationships in a company’s external environment, the knowledge of which would be of assistance to top executives in identifying and understanding strategic threats and opportunities and charting the company’s future course of action. In two separate empirical studies, Analoui and Karami (2002) and Karami, Analoui and Kakabadse (2006), environmental awareness and in turn strategic awareness of the CEO was claimed to play an important role in the formulation of business strategies. CEOs reliance on external and personal sources for their strategic information suggests that they do most of their scanning themselves and rarely delegate to subordinates (El Sawy 1985). One respondent, in a survey of environmental scanning practices of CEOs, said: *“I do a lot of scanning myselfthere may be subtleties that others won’t see”* (El Sawy (1985, p.56).

Evidence of the effectiveness of environmental scanning is provided in several empirical studies. Analaoui and Karami (2002) in an empirical study of 132 CEOs of SMEs revealed a correlation between formal environmental scanning systems and company performance as defined by Return On Assets.

The inclusion of environmental scanning in a CEO's arsenal of effective practices is evidenced in an unwillingness to delegate this activity and the empirically justified impact on organisational performance when scanning is done frequently, formally and at the level of the CEO. However, it is not clear from these studies what the effect of context is. It will be seen in subsequent sections of this report that the practice of environmental scanning is affected by the context in which the scanning is done.

12.1.3 Managing external stakeholder networks

Harrison and Pelletier (1997) define stakeholders as entities that have a tangible claim on the organisation and include employees, shareholders, suppliers, creditors, governments, unions and local communities. They also postulate that CEOs accord a high degree of importance to the acceptance and support from stakeholders in transforming well crafted strategic choices into beneficial strategic outcomes. This claim is further supported by Westphal, Bovie and Ching (2006), who in a survey of over 200 CEOs in the US Forbes index discovered that CEOs maintain and reconstitute informal friendship ties with counterparts in other firms to manage the uncertainty resulting from resource dependence. In a detailed study of the day to day activities of 3 Canadian CEOs over a period of 90 days, Noel (1989) discovered that a great proportion of their daily activities could be classified as environmental activities concerning interaction with external stakeholders especially customers.

As mentioned in section 12.1.2 above, external and personal networks and relationships developed by CEOs were found to be a useful source of information gathering for environmental scanning purposes. In a survey of 50 CEOs of quoted companies in South Africa, 24% of respondents said that establishing and maintaining external contacts was a significant part of their job and 30% said that they would not delegate top level negotiations with government, key suppliers and key customers (van der Merwe and van der Merwe, 1985).

In developing countries, CEOs establishing close ties and developing networks with government officials to acquire information that is not readily or publicly available or to facilitate the granting of licences and permits is material to organisational success (Sawyer, 1994; Spencer et al, 2008 and Heidrick and Struggles 2006).

Empirical evidence of CEOs personally developing and maintaining external relationships in various contexts with the ultimate objective of improving organisational outcomes provide some support for identifying external stakeholder management as a key CEO practice that is relevant and effective in several contexts and in some contexts more than others.

12.1.4 CEOs and the Top Management Team (TMT)

Haleblian and Finkelstein (1983) describe top management teams as being unique in terms of their level of decision making responsibility and impact on organisations. This description is validated and supported by Hambrick and Mason's (1984) Upper Echelon's theory that proposes that the characteristics of the top management team i.e. the CEO and his direct reports, would partially predict organisational performance. In these two instances and in the majority of research on the TMT, the CEO is not distinguished from the top management team. Peterson et al (2003) also note that TMT research rarely distinguishes between the CEO and the TMT despite the fact that Hambrick and Mason (1984) make specific reference to the "*disproportionate and sometimes nearly dominating influence of the CEO on the group's various characteristics and outputs*". Further evidence of the need to distinguish between the CEO and the TMT is provided by Norburn (1989) who, in an empirical study showed that CEOs demonstrate different perceptions of self-concept and have experienced different domestic and educational influences than their TMT.

Emphasising the importance of the relationship between the TMT and the CEOs, Hambrick (1995) proposed that CEOs must ensure that TMTs are completely capable and interacting effectively. This study of in-depth interviews with 23 CEOs goes further to define what CEOs have done to have effective TMTs including giving the TMT a name, deliberately injecting overlap and ambiguity into their responsibilities and assigning line executives some additional responsibilities for some corporate wide endeavours to ensure they engage in mutual and collective interactions and co-locating them physically where possible.

Empirical studies have examined the CEO-TMT interface along dimensions of team size, environmental turbulence, trust, managerial discretion, CEO personality and organisational performance (Haleblian and Finkelstein, 1993; Hambrick, 1995; Peterson et al, 2003; Kisfalvi and Pitcher, 2003; Richardson et al, 2002). Haleblian and Finkelstein (1993) found that environmental turbulence and managerial discretion moderates the association between top management team size, CEO dominance and firm performance. Specifically, they discovered organisations that had large management teams with less dominant CEOs were more profitable in a turbulent environment than in a stable environment. Peterson et al (2003) and Kisfalvi and Pitcher (2003) in two empirical studies that researched the effects of personality and character of the CEO on the top management team both concluded that functional background, experiences and emotional reactions will moderate the CEO-TMT interface. Richardson et al (2002) claim that context, in this case organisational performance, is an antecedent to CEO propensity or willingness to delegate to TMTs.

It appears to be fairly well established that the CEO-TMT interface is an important one and the CEO plays a major role in ensuring that the interface and the ensuing dynamics of the TMT delivers superior organisation results, making the management of this interface a key CEO practice. From the studies presented above, it could also be argued that this interface is somewhat impacted by context and the personality of the CEO. Given the importance of this interface and the observation that several other CEO practices are affected by context, further research could be addressed towards examining the impact that other important contextual factors such as national culture, corporate governance antecedents have on the relationship between the CEO and his/her top management team with a view to determining the most effective CEO-TMT practices in different contexts.

12.2 What is known about the impact and influence of, non-industrial cultures on CEO practices?

The earlier scoping study by this researcher found that despite the breadth and depth of research in cross cultural and culturally contingent leadership, there is a knowledge gap in cross cultural leadership in non-Western and non-industrialised cultures. Six empirical studies provided some answers to the question above. The studies covered empirical CEO research in China, Japan, Korea, India, Nigeria and South Africa providing a fairly wide range of non-Western and non-industrialised contexts from which to draw inferences and further insights. With the exception of the South African studies, all these studies claimed

that cultural norms, values and the country context impact/influence or moderate the job of the CEO. Appendix 3 – CEO practices in a non-Western, non-industrialised environments - contains a detailed list of CEO practices in these countries distilled from the relevant studies including possible explanations for influences observed. Key findings of CEO practices in these countries are summarised below.

12.2.1 CEO practices in Japan

De Frank, Matteson, Schweiger and Ivanevich (1985), in a comparison of 171 US and 107 Japanese CEOs, identified some major differences in practices that could be attributed to cultural differences. They found that the individualistic American culture informed/influenced the American CEOs' practice of top-down decision making, with clearly defined lines of individual authority and responsibility and an intensive individual competition borne from a belief that individuals can and should aspire and achieve personal gain without infringing on the rights of others. In contrast, Japanese CEOs, influenced by a collectivist national culture and a long history of feudal systems, find ways to sustain harmony in the organisation, have a long term perspective and compete fiercely on a collective basis. Suzuki (1990) in a comparison of Japanese and Western CEO attributes, defined the development of human relations both inside and outside the organisation as a key attribute for Japanese CEOs. This attribute is valued more highly in Japanese business than marketing, financial and general management skills that are valued in Western economies especially as it is an established antecedent to business success in Japan and a basis for promotion to executive leadership.

12.2.2 CEO practices in China

Heidrick and Struggles (2006), an executive search firm, in an empirical study of 148 executives of Chinese, US and Asian origin in China, suggested that culture appears to be the one uniqueness that drives differences in behaviours and practices of executives. This claim is also supported by Cheung and Chan (2008) who in a study of 11 CEOs of Chinese origin in Hong Kong Chinese companies claim that despite the many similarities between Chinese leadership styles and Western leadership styles, there are distinct differences. They argue that these differences can be attributed to either of the ancient Daoist and Confucianist principles

and have been found to result in beneficial organisational outcomes such as trust, collaboration, entrepreneurship, extra role performance and cost reduction to name a few.

12.2.3 CEO practices in India

Spencer et al (2008) in an empirical study of successful Indian CEOs discovered that while Indian CEOs have skills and competencies and engage in similar practices as their Western counterparts, they also exhibited some unique competencies that could be attributed to the particular country context of India such as widespread poverty, the significant role and importance of government in business, and the lack of readily available public information.

12.2.4 CEO practices in Korea

Shin (1998) in comparing successful and unsuccessful leadership styles of CEOs in Korean companies with leadership styles, identified in Western economies isolated leadership styles that were explained by both the positive and negative aspects of Korea's social and cultural environment.

12.2.5 CEOs in Vietnam

While the support for CEOs in Vietnam is not based on an empirical study but on practitioner literature, it is still worth noting. In an interview with the CEO of Vietnam Airlines from 1998 to 2000, leadership and CEO practices of the company were attributed to moral precepts and the influential writings of a 15th century Vietnamese hero (Schermerhorn, 2000).

12.2.6 CEO practices in Nigeria

In the survey of manufacturing executives in Nigeria by Sawyerr (1993) to understand scanning and information gathering practices, two key practices were identified:

- CEOs in Nigeria maintain important links with government officials in order to get what they need
- CEOs in Nigeria scan and receive more information on the economic, political and legal sector (macro) of the remote environment due to higher levels of perceived uncertainty.

An extension of this empirical study that sought to compare CEOs in Nigeria with CEOs in Hong Kong discovered that CEOs in Nigeria rely on impersonal sources of information as perceived environmental uncertainty increases because of the high power distance cultural dimension that manifests as a distrust of subordinates (Sawyer, Ebrahimi and Luk, 2003).

Non-western and non-industrial cultures appear to influence CEO practices. However, in the majority of empirical studies it is not explicitly clear or obvious that the CEOs are nationals of the country. For instance, in the study by Sawyer, Ebrahimi and Luk (2003) cited above, it could be assumed that the power distance cultural dimension should be applicable to nationals, given the definition of national culture, but it is not clear from the study whether the respondents were CEOs in Nigeria or Nigerian CEOs. Proposals for further research could be put forward if a distinction is made between national and expatriate CEOs operating in the same context, exploring whether CEOs are behaving this way because they are nationals or because they are working in the country. In other words, does culture and other contextual influences manifest in similar behaviours and practices for nationals and non-nationals?.

12.3 What is known about the contextual factors of an emerging economy and how have these been defined?

The approach to answering this question was to develop a taxonomy of the contextual factors that define an emerging economy with the expectation that this would identify the differences between emerging and developed economies. Information sources included recommended academic papers and reports from multi-lateral organisations.

Initial support for the differences between developed and emerging economies is provided by Peng, Wang and Jiang (2008) who argue for an institution based view of strategy development in international business to complement the traditional industry and resource based views. In this research paper, institutions are defined as “regulative, normative and cognitive structures and activities that provide stability and meaning to social behaviour”, (p 921), and they are said to govern societal transactions in the areas of politics, law and society. This institution based view of strategy development and publications and reports from multi-lateral institutions such as the IMF and the World Bank have provided the basis for the development of a taxonomy of the contextual factors of an emerging economy. Papers

by renowned development economists such as Joseph Stiglitz and Naomi Kleins recommended by panellists were used to validate the taxonomy that emerged. Five contextual factors of political risk and market stability, rule of law, corporate governance, societal influences and managerial labour markets have been identified and are described in more detail below.

12.3.1 Political risk and market stability

Hoskisson, Eden, Lau and Wright (2000) postulate that frequent and large macro-economic and political instabilities and shocks that are characteristic of emerging markets increase external uncertainty. Several emerging economies are concentrated or resource based economies, making them more subject to the vagaries of commodity pricing and other external factors they have little control over. For example, oil revenue contributes 59% to Abu Dhabi's GDP while Norway, a country that produces similar quantities of oil as Abu Dhabi, has oil contributing only about 24% to GDP – making Abu Dhabi more vulnerable to economic fluctuations than Norway, www.abudhabi.ae.org. Munene (1995) characterised the external environment of African nations as one with a lack of information and changing government policies relevant to an industry. This characterisation is well illustrated by Haines (1988) when he describes the particular difficulties faced by breweries in Nigeria as a result of unexpected legislation mandating the source of raw material to be used in producing beer.

Stiglitz (2004), in examining some of the adverse impacts of globalisation in emerging markets, cites capital market liberalisation that allows the free flow of capital in and out of a country as a source of market instability. The Latin American financial and currency crisis and capital flight as nationals in Russia and Africa moved ill-gotten wealth out of the home country via the capital market have been attributed to the liberalisation of the capital markets in these countries. In addition, Stiglitz does say that the desire and attempts of various interested parties to control the resource rich developing economies in Africa and Latin America fuels corruption, conflict and political instability.

12.3.2 Rule of law

The rule of law, as determined by contract enforcement, property rights and judicial processes, is deemed to be part and parcel of the institutional infrastructure required to

support a market based economy that emerging economies aspire to. Unfortunately, these institutional infrastructures are weak or missing in many emerging economies which can be characterised as follows:

- lack of well defined property rights that convey exclusivity, transferability and quality of title – official discretion sometimes determines property rights (Hoskisson et al, 2000).
- lack of strong legal frameworks that lead to opportunistic behaviour of both governments and the individual (Hoskisson et al, 2000).
- poorly developed legal and regulatory institutions that result in an ineffective and unpredictable rule of law (Young, Peng, Ahlstrom, Bruton, Jiang, 2008).
- inability to enforce collection of debts from defaulters because of political interference (Munene, 1995).
- a general lack of policy standardisation that results in widespread and unchecked arbitrariness (Young et al, 2008).

12.3.3 Corporate Governance

Corporate governance refers to internal controls, quality of information disclosure and checks and balances that regulate the structure of a company. It also includes the way in which the organisation interacts with all its stakeholders – investors, governments, tax authorities, shareholders, employers and the wider community (Ade-Ajayi, 2004). However, country infrastructure and institutions (legal, regulatory, judiciary, government oversight agencies) vary widely and the institutional context of emerging economies is found to provide significant obstacles to the implementation of strong and effective corporate governance practices (Ade-Ajayi, 2004; Young et al, 2008). Specifically:

- inefficiency or absence of laws and regulations regarding accounting requirements, information disclosure in the capital markets (Hoskisson et al ,2000)
- direct external forces such as takeover risk, performance compensation and investor protection (shareholder rights, ethics and conflict of interest) are not well developed and allow for expropriation of minority rights (Garay, Gonzalez and Molina, 2007).

- weak/ineffective rubber stamp boards where the primary function is service and resource acquisition not control and monitoring of management (Young et al, 2008; Peng et al, 2008).
- Informal norms typically favouring the interest of controlling shareholders, many at time families, over minority shareholders (Couvea, Laouchez, Lindenbolm, 2002; Kaymak and Bektes, 2008; Peng et al, 2008).

12.3.4 Societal influences

Peng et al (2008) argue that country effects which are proxies for institutional differences are more salient in emerging economies than in developed economies. In emerging economies it seems that the vacuum created by the lack/weakness of formal institutions is filled by informal institutions such as culture and other accepted societal norms and practices. Specifically:-

- Information collected from internal sources are deemed to be more reliable - information on imported products obtained from Customs and Excise staff that are related to company executives was deemed more reliable and accurate than official sources (Haine, 1988).
- Networks and personal relationships as opposed to market capabilities are used to reduce uncertainty, gain competitive advantage and drive growth (Munene, 1995; Kaymat and Betkes, 2008).
- Collectivist and face saving cultures coupled with traditional societies with traditional safety nets that make it difficult to discharge underperforming members (Kaymat and Betkes, 2008; Stiglitz, 2004).
- Good relations with home governments give tangible benefits such as access to licences whose number is often limited by government (Spencer et al, 2008).

12.3.5 Managerial Labour Shortages

In emerging markets managerial labour is characterised by:

- instances of economic migration where the outflow of young skilled workers has robbed developing countries of an essential input for economic growth (Stiglitz, 2004).

- the use of family members in powerful managerial positions even when they are not qualified for those positions (Anand, Brenes, Karnani, and Rodriquez, 2006; Kaymat and Bektas, 2008).
- companies in emerging markets pursuing strategic alliances in the expectation that they will acquire management expertise from partners (Anand et al, 2006).

The World Bank's annual Doing Business report, www.doingbusiness.org and the annual Global Competitiveness Index (GCI) produced by the World Economic Forum www.weforum.org in collaboration with the African Development Bank and the World Bank provides useful validation for the contextual factors characteristic of an emerging economy. The Doing Business Report ranks countries on 10 indicators that signify the important conditions for the improvement of the economic health of a country beyond macroeconomic conditions. These indicators include starting a business, dealing with construction permits, employing workers, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, closing a business. The relative ease or difficulty with which all of these are done in a particular country results in a ranking. An analysis of the country rankings reveals that the bottom quartile of the 187 countries ranked was populated with emerging economies only. Low Doing Business rankings come about primarily as a result of the high levels of bureaucracy and government involvement in conducting these processes in an emerging economy. The Doing Business report claims that protracted business processes and unnecessary levels of government involvement are associated with corruption and provide ample opportunities to extract bribes – a common feature of many emerging economies.

The Global Competitiveness Index (GCI) assesses a nation's level of competitiveness and reflects the extent to which it is able to provide rising prosperity to its citizens. The GCI ranks countries on the twelve pillars of institutions, infrastructure, macro-economic stability, health and primary education, higher education and training, goods market efficiency, labour market efficiency, financial market sophistication, technological readiness, market size, business sophistication and innovation. As with the Doing Business report, in the profile of rankings for 134 countries included in the index, emerging economies populated the bottom quartile of the rankings.

These low rankings imply that emerging economies lack the appropriate institutions and infrastructure for conducting business in an effective, efficient and transparent manner, are unable to provide a ready pool of suitably qualified and skilled resources to manage businesses, have inefficient and incomplete labour and goods markets and make poor use of technology in business.

Describing contextual factors of an emerging economy in the structured manner above opens up new avenues and approaches to contextual research that are described in section 13 below. These and the associated contextual factors defined in the taxonomy are the difficult and challenging context that CEOs in emerging economies have to contend with.

12.4 What is known about the contextual factors of an emerging economy and how have these been defined in Nigeria ?

The key contextual factors for an emerging economy have been identified in section 12.3 above. This section will now aim to locate Nigeria in that taxonomy (political risk and market stability, rule of law, corporate governance, societal influences, managerial labour shortages) to facilitate an understanding of how these factors have been defined in Nigeria. Nigeria's second National Economic Empowerment and Development plan, NEEDS 2, the report of the African Peer Review Mechanism (APRM) for Nigeria (an initiative of the New Economic Partnership for African Development, NEPAD) 2008, and the GCI and Doing Business rankings 2009, provide rich information on the contextual factors of Nigeria from an emerging economy perspective. In addition, two research studies, Adegbite (1986) and Fubara (1986), that described the challenges of long term planning in Nigeria because of its volatility and instability were also used to attempt to situate Nigeria in this taxonomy.

Table 24 Contextual factors of Nigeria, situates Nigeria in this taxonomy based on information provided by these reports and research papers. As seen in Table 24, a number of the contextual factors of Nigeria as derived from these reports lend themselves to direct classification under the five contextual influences of an emerging economy. Leveraging this taxonomy of contextual factors suggests that for businesses in Nigeria to be successful, CEOs need to:

- develop practices that seek to develop external relationships with a powerful central government while being mindful of entrenched corruption
- deal with skill shortages and rapid turnover at the managerial level which are further exacerbated by a weak educational system
- moderate the impact of poor accountability and transparency of financial markets in the light of poor adherence to rule of law and weak promotion of justice.

Table 24 Contextual factors of Nigeria

POLITICAL RISK AND MARKET STABILITY	RULE OF LAW	CORPORATE GOVERNANCE	MANAGERIAL LABOUR SHORTAGES	SOCIETAL INFLUENCES
A fragile democracy (celebrated 10 years of unbroken democratic rule in May 2009) underscored by ethnic and religious clashes	Poor adherence to the rule of law and weak promotion of justice	Poor adherence to the rule of law and weak promotion of justice	Weak education system that compromises the quality of manpower needed to drive the economy – a shortage of skills	Endemic corruption
Weak security of life and property	Weakened but improving authority and autonomy of the judiciary – a legacy from years of military rule	Poor accountability and transparency of financial markets	Poor business management skills in small and medium scale enterprises	Persistence of weak social values – corruption, nepotism and social deviance
Income inequalities and inadequate safety networks that fuel security of life and property	Slow/protracted process of dispensing justice and a heavy case backlog	A significant and largely unregulated informal sector that produces 20-40% of urban output, employs about 60% of urban workforce and has poor linkages with the formal sector	Inadequate entrepreneurship education	Political patronage and a powerful central government . Over concentration of power in central government – rent seeking.
Over reliance on oil with an increasing vulnerability to external shocks in the oil market		Only 40% of companies have adopted the available corporate governance codes that reflect best practices in international corporate governance	Lack of requisite skills in the public sector	Serious security of life and property problem
Poor state of infrastructure (road, rail, power, water, transport)		Legislative gaps in laws governing business and incompatible legal regimes	Inadequate pool of senior level manpower in the economy leading to rapid turnover at this level in view of the high demand for the limited supply available	Poor basic health
An undiversified economy		Ineffective and overlapping regulatory and oversight function with incidences of political interference in autonomy		
Average life span of government is three years – 8 heads of governments in the 25 years spanning 1960 – 1985.		20 million Nigerians are shareholders but most are minority. Excessive fragmentation of shareholder voice and lack of awareness of minority shareholders of their rights.		

12.5 What is known about CEO practices in an uncertain environment?

Several empirical studies have examined CEO practices in uncertain environments. However, it is worth noting that in these studies uncertainty has been defined from either a country or industry context and the implications and influences of either of these on CEO practices were then examined. Details of these practices are included in Appendix 4 – CEO practices in an uncertain environment, and a summary of the findings and the conclusions that can be drawn from the literature are shown below.

The literature on adaptive leadership speaks well to the context of uncertainty as adaptive leadership is defined as the ability to make decisions in an environment of continuous change (Glover, Friedman and Jones, 2002). Examining adaptive leadership in the context of CEO practices should therefore provide more knowledge about what is known about CEO practices in uncertain environments.

12.5.1 CEO practices in an environment of country uncertainty

Three studies in Australia and Greece, Simon (1993); Koufopoulos and Chryssochoidis (2000); Koufopoulos (2002), countries that were described as uncertain at the time of the studies in that companies and CEOs' ability to forecast or plan for the future in these countries were hindered, came to similar conclusions. Despite the expectation that CEOs would demonstrate new imaginative management practices in a turbulent environment, they both claimed that good CEO practices such as involvement in strategic planning, creative thinking and reading market shifts (environmental scanning) have the same or similar relevance and importance in stable and uncertain/turbulent contexts.

In contrast, a comparison of environmental scanning practices of CEOs in stable (Hong Kong) and unstable (Nigeria) country conditions identified several differences. Sawyerr, Edbrahimi and Luk (2003) discovered that in Hong Kong, scanning behaviour and performance appear to have a weak to nonexistent relationship, whereas in Nigeria, scanning behaviour and performance have a strong relationship. Still on the issue of environmental scanning and how uncertainty impacts environmental scanning practices of CEOs, Daft, Sormunen and Parks (1988) discovered that in conditions of higher environmental uncertainty, CEOs rely more on direct contact with personal sources to get information. This speaks to the CEO practice identified in non-Western, non-industrialised countries of

developing strong ties with government and key stakeholders to acquire necessary information for strategic decision making, discussed in section 12.2 above.

12.5.2 CEO practices in an uncertain environment

Research on CEO practice under conditions of industry uncertainty made some interesting claims around environmental scanning practices of CEOs. In conditions of strategic uncertainty as defined by the importance of the sector to the organisation, the complexity of the sector and the rate of change, such as in Silicon Valley, CEOs scanned the environment more frequently and relied more on external and personal sources of information (de Hoogh et al, 2004 and El Sawy, 1985).

Furthermore, there was a higher correlation between strategic uncertainty and CEO scanning frequency and scanning breadth for higher performing firms than for lower performing firms.

12.5.3 Adaptive leadership

Adaptive leadership theory, like many other leadership theories, acknowledges the importance of the leader-follower relations, but quite importantly, focuses on the leader's relationship with the environmental context (Glover, Friedman and Jones, 2002). Glover et al (2002) go on to say that adaptive leadership is not so much about changing because the context changes, but about accommodating the context.

The adaptive leader's decision making process considers context, stakeholders and the organisational need and uses this information to formulate strategic decisions that accommodate this information (Heifetz and Laurie, 1997). If as argued above that the essence of strategic leadership is strategic decision making and is within the ambit of the CEO, then it could be postulated that CEOs that display or exhibit adaptive leadership practices can be more successful in an uncertain or turbulent environment. Unfortunately, empirical evidence to support this view is sparse. In fact, a search string combining key words of CEO and adaptive leadership returned only one relevant article, Glover, Rainwater, Jones and Friedman (2002), who identified 4 skills fundamental to the practice of adaptive leadership. These are:

1. Demonstrating cultural competency – understanding culture and how it shapes the way we do things.
2. Managing knowledge – knowing how to assimilate information from the apparent ‘noise’ in the environment and then finding ways to accommodate their organisations to outside changes
3. Creating Synergy - being able to reconcile dilemmas (culture, nationalism, ethnicity, religion, professional backgrounds) that allow for win-win solutions
4. Holistic Vision – being able to consider all viable futures, anticipate possibilities and think beyond the obvious.

Articles recommended by my panel and cross referencing search of the one article returned in the search facilitated the identification of practices of CEOs that applied the 4 principles above and were thus deemed to be adaptive leaders. They include:

- ensuring managers understand, respect and respond to differences in each country (Glover, Friedman and Jones, 2002).
- innovation in appropriate and creative ways (Glover, Friedman and Jones, 2002).
- understand the manifestations of adaptive challenges – those that require individuals to change belief systems, values, attitudes and behaviours (Heifetz and Laurie, 1997).
- support, rather than control employees through widespread engagement (Heifetz and Laurie, 1997).
- rely on others (from below) within the business to raise questions that may indicate an impending adaptive challenge (Heifetz and Laurie 1997).

Earlier on in this report, I was able to demonstrate a relationship between components of strategic leadership as defined by Ireland and Hitt (1999) and the ‘context neutral’ practices of CEOs. In contrast, there appears to be little empirical evidence to support the link between adaptive leadership practices and CEO practices in an uncertain environment. Drawing the attention of CEOs to adaptive leadership practices and developing adaptive leadership skills in CEOs could potentially benefit organisational outcomes, especially organisations operating in uncertain and constantly changing environments. Leadership practices that would be of interest would be those around cultural competency, creating synergies to reconcile dilemmas of culture, nationalism, ethnicity, religion and professional backgrounds.

12.6 What is known about CEO practices and the antecedents of business success in Nigeria?

Sawyerr (1993) examined CEO practices in Nigeria and Appendix 5 contains details of these practices.

The contextual factors defined for Nigeria in Section 12.4 appear very strong indeed and appear to influence the main antecedents of business success. Munene (1995), in an exploratory study of managerial innovation in Nigeria, describes the Nigerian environment as hostile and goes further to claim that political patronage and not innovation provided significant competitive advantage and opportunity for the well connected entrepreneur. This view is supported by the taxonomy presented in Table 24 above. Several studies have located contextual factors as antecedents of business success in Nigeria, for example:

- South African firms entering the lucrative telecoms market in Nigeria were faced with overwhelming corporate governance lapses, delayed application of the rule of law and instances of bribery and corruption which resulted in an eventual ‘pull-out’ of a buy-out transaction (Hoff, 2006).
- The CEO of a light fixtures manufacturing company cited the sudden ban on imported glass and the requirement by the Nigerian government to find raw materials locally (Sawyerr, 1993).
- Unexpected legislation mandating a local source of raw material to be used in producing beer presented enormous challenges for breweries in Nigeria (Haines, 1988).
- Market reforms such as trade liberalisation, elimination of price controls and import licences and the privatisation of state owned enterprises were co-related to improved performance in an empirical study of 81 local and domestic companies in Nigeria (Okoroafo, 1993).

Section 12.4 has suggested potential practices that CEOs in Nigeria may need to engage in as a result of the contextual factors of an emerging economy. An empirical study of the practices of CEOs in Nigeria could provide evidence to support or otherwise the importance

of contextual factors as antecedents to business success and the need for CEOs to understand these contextual factors and their potential influence on their practices.

The taxonomy developed during the systematic review has established Nigeria as a good example of an emerging economy and as such provides a good focus for the further study of CEO practices in an emerging economy.

In summary, this systematic review of literature has discovered four CEO practices that are perceived to be relevant in any context and that the cultural norms, values and country context of, non-industrialised countries and other situations of country or environmental uncertainty impact CEO practices. Research on emerging economies identified five contextual factors of an emerging economy which were also highly applicable to Nigeria, locating Nigeria as an emerging economy where further research on the doctoral study could be conducted. Furthermore, these contextual factors were found to be antecedents of business success in Nigeria.

13.0 Data Synthesis and Conclusions

This section provides a synthesis of the key findings, inferences and insights that can be drawn from the systematic literature review above and is divided into what is known and what is not known about the systematic review question posed earlier.

13.1 What is known about CEO practices that are perceived to be of particular relevance in an emerging economy context?

26 empirical studies with CEOs as the primary focus have provided very useful insights into what has been fairly well researched and already known about CEO practices in various contexts.

CEOs in these studies were found to operationalise one or more strategic leadership competencies in varying contexts and countries giving rise to two key insights:

- a) strategic leadership practices are key practices for the CEO

- b) strategic leadership practices when enacted by the CEO appear not to be sensitive to context.

The practice and activity of environmental scanning and external stakeholder relationship management appear to be important CEO practices in that they are rarely delegated and there is some evidence that they do contribute to organisational success. However, unlike strategic leadership practices, they appear to be moderated or influenced by context. In contexts that are characterised by uncertainty and turbulence, section 12.5 provides empirical evidence to describe how these CEO practices are influenced. For example, the frequency of environmental scanning increases and personal and external sources are preferred for information gathering purposes. In contexts of country uncertainty, especially emerging economies where markets are unstable and government involvement in business is high, CEOs place particular emphasis on developing relationships with key government officials to facilitate business growth. In fact, one study cited contacts with key government officials as a proxy to business innovation.

In section 12.1, the CEO's interaction with his top management team provided another set of practices which are strategic and important given the CEOs apparent dependence on and collaboration with the TMT to make and implement strategic decisions. This relationship also appears to be influenced and moderated by the context under which it is enacted and several of these contexts e.g. organisational performance and environmental turbulence, have been identified and researched.

The context of an emerging economy varies significantly from that of a developed economy where the majority of contingency theories have been developed and empirical research about CEOs have been conducted. The taxonomy of emerging economy contextual influences, developed from available literature in Section 12.3 facilitated the identification of dominant and often times negative contextual factors. The utility of this taxonomy came in the situating of emerging economies. Using Nigeria as an example, the taxonomy held true for the contextual factors in Nigeria and could potentially lead to the generalisability of contextual research in emerging economies. These contextual factors were subsequently proposed as possible antecedents to business success making the understanding and appreciation of their impact even more critical to the CEO. In fact, multi-lateral and national reports about the

competitiveness of emerging economies view these factors not only as antecedents to business success but as factors that constrain or even jeopardise business success and economic development.

Empirical studies of CEOs in selected emerging economies have revealed that additional CEO practices that manifest in these environments but are not prevalent or present in developed economies can be explained by the context of the country – culture, society, poverty levels. These additional practices have also been found to have positive financial and non-financial organisational outcomes supporting their perceived effectiveness.

The conclusions that can be drawn from this synthesis and summary is that there are distinct CEO practices characteristic of an emerging economy which can be attributable to or explained by the contextual factors of the economy. Notwithstanding this conclusion, given that leadership research in the emerging economy context is limited, there are some knowledge gaps that remain and these are discussed in section 13.2 below.

13.2 What is not known about effective and relevant CEO practices in an emerging economy?

In the majority of empirical studies, the impact of contextual factors have been focussed on the external facing practices of the CEO – environmental scanning, stakeholder management. An analysis of Appendices 2 to 4 of this report highlights some manifestations of differences in internally facing CEO practices in emerging and developed economies and in uncertain contexts such as relationships with subordinates and other employees but this research is limited. Further research on how external contextual factors influence or moderate internally facing CEO practices would contribute to what is known about CEO practices in an emerging economy.

Adaptive leadership theory focusses on the leader's relationship with the external environment. In section 12.5.3, practices of adaptive leaders, those that accommodate the environmental context in their practices were identified. It was also noted that there was little empirical evidence to support the link between adaptive leadership practices and CEO practices in an uncertain environment. An empirical study of CEO practices in the

environmental context of an emerging economy, which could be deemed an uncertain environment, is an opportunity to contribute to adaptive leadership theory. In turn adaptive leadership theory could provide additional insights into this empirical study.

Empirical studies of CEOs have not explicitly distinguished between the country of origin of the CEO and whether companies were domestic or multinational. This gives rise to the question of whether CEOs are behaving in particular ways because they are nationals of the country and have an inherent national culture, belief and value system or because, in the case of expatriates, they are behaving like this because they are working in the country and must adapt to the national culture and value systems to be effective and successful. Furthermore, an interesting perspective to this question is raised in the corporate governance literature reviewed in section 12.3.3. In the instances where contextual factors result in practices that go against the internal and home country practices of multi-nationals and international companies but, as discussed in section 12.6, are antecedents to business success in the host country, what practices should CEOs adopt? This question sparks an interesting debate around how CEOs who have the responsibility for ethical and moral leadership in an organisation handle endemic corruption in emerging economies where giving and taking of bribes are seen as acceptable business practice. An interesting case study could be the recent investigative journalism reports that indicted Halliburton, a major US company as giving significant bribes to very senior Nigeria government officials to secure contracts to build Liquefied Natural Gas (LNG) plants in the country.

In-country CEO studies appear to have been conducted in an exploratory manner. CEO practices are identified and contextual and other factors are then used to explain manifestations of different practices and behaviours in that context. The development of a taxonomy offers another approach to researching CEO practices in an emerging economy for which the findings could be more generalisable. Economies that locate themselves in this taxonomy could provide a provide a basis for exploring propositions about CEO practices in an emerging economy and closing identified research gaps. Despite the fact that relevant research that has been referenced in this systematic review has been conducted in Nigeria, this research is still relatively sparse and could be enriched by situating further studies on CEO practices in an emerging economy in Nigeria.

The approach suggested above has informed future research that I would like to undertake.

14.0 Implications for future research

Existing research has identified relevant and effective CEO practices in an emerging economy context and has attributed some of these practices to the country context, culture and other environmental influences. However, the research has failed to recognise the impact of the nationality of the CEO and the type of company that he/she runs on CEO practices, common occurrences in an emerging economy, indicating a research gap. These could be potentially important meso and micro influences beyond the macro influences identified in the taxonomy above that could influence CEO practices in an emerging economy. A proposition that could test the findings and conclusions of the systematic review and fill the identified research gap is as follows:

CEO practices in an emerging economy will be moderated/influenced by meso and micro contextual influences of the nationality of the CEO and the type of company that the CEO runs.

SCHOOL OF MANAGEMENT

DBA THESIS

PROJECT 2

OMOBOLA JOHNSON

An exploratory study of CEO practices in an emerging economy

Supervisor: Dr Catherine Bailey

July 2010

PROJECT 2 – AN EMPIRICAL STUDY OF THE PRACTICES OF CEOs IN NIGERIA

15.0 Introduction

This research study is the second in a series of three projects that were undertaken in furtherance of the acquisition of a doctoral degree. My overarching research question is premised on existing contingency theories of leadership which have argued that the context in which leadership is enacted moderates the effectiveness of leadership (House and Aditya, 1997).

Business leadership in emerging economies has not benefitted significantly as a focus from leadership research and I am particularly interested in how the contextual influences of an emerging economy affects or influences Chief Executive Officer (CEO) practices. My overarching research question is therefore, *What are the practices CEOs engage in that are perceived to be of particular relevance and effectiveness in an emerging economy context?*

My first project included a systematic review of literature to understand what is known about the practices CEOs engage in that are perceived to be of particular relevance in emerging economies. Included in the systematic review were 19 empirical studies with CEOs as the unit of analysis conducted in a number of developed and emerging economies. The conclusions of the systematic review were that :

- Strategic leadership practices engaged in by CEOs such as determining strategic direction, developing human capital and sustaining an effective corporate culture appear to be context neutral;
- The CEO practices of environmental scanning and managing external stakeholder networks are affected by the context in which the CEO is operating and are deemed more important and effective in some contexts over others;
- Managing the interface with the top management team is an important CEO practice and is impacted or influenced by context and the personality of the CEO;
- Some CEO practices can be explained by or are attributable to the country context and other external environmental factors such as national culture;
- Nigeria presents a context characteristic of an emerging economy.

Characteristic of business in most countries is the presence of multi-nationals and national companies that are run by either expatriate or national CEOs, a fact that appeared to be

missing or inadvertently omitted in most of the research studies. As can be seen in Appendix 6, the CEO nationality status is known in only six out of nineteen studies which have examined a range of CEO practices in the US, UK, Canada, Japan, Hong Kong, South Africa, India, Nigeria, Greece, the Netherlands and Australia. Because the status of the CEO was not explicitly stated it was not clear whether participating CEOs were engaging in these practices because they were nationals of the country which would potentially impact some cultural influences, whether they were influenced by “head office” as would be expected in multi-national companies or whether the identified practices were driven by other factors in the prevailing context. In other words, the potential contextual influences of the nationality status of the CEO, (national or expatriate) and the nature of the company, (domestic or multi-national) on CEO practice is missing from these studies. This research study is an attempt to better understand these potential influences.

This research study report is organised as follows. Section 16 defines the specific research question for this study and the research objectives. In Section 17, the research approach and methodology are explained in more detail. Section 17 also includes the strategies employed in arriving at a valid sample size for the research and the approach that was taken to data collection. Section 18 discusses my positioning as a researcher in the research study and how I sought to avoid any biases in the conduct of the research. Section 19 describes in detail the approach that I have taken to analyse the data while Section 20 is the presentation of the analysis of the findings. Section 21 contains a discussion of the implications of the findings of this research study while Section 22 presents the contributions of this research study in the context of what is already known about CEO practices in an emerging economy. Section 23 presents the conclusions of this research study and proposes suggestions for further research based on the findings in section 20.

16.0 Research Objectives

In the light of the observed gap in the systematic review of literature described above, this research study is therefore seeking to answer the following questions:

- 1. What are the practices characteristic of CEOs in Nigeria as an example of an emerging economy?*

2. Are there differences in individual CEO practices that vary with the type of the CEO (expatriate or national) or the nature of the company i.e. multinational or national, that he/she runs?

This research study is a first person study of CEOs in Nigeria to understand:

- CEOs in Nigeria's perception of the contextual influences that Nigeria presents to the businesses that they run
- How these contextual influences impact their day to day activities and where they spend their time
- To what extent and in what way do these activities vary with or can they be attributable to :
 - o Whether the CEO is a Nigerian or an expatriate
 - o Whether the company is a national company or a multi-national company

17.0 Research Design and Approach

This research has employed an exploratory, qualitative enquiry approach to answer the research questions above. Two methods have been selected for this qualitative enquiry. Firstly a 7-day diary record that documents the purpose and outcomes of a CEOs internal and external interactions. The diary records provided an input on the key activities of the CEO on a daily basis, basically chronicling what he/she did. The semi-structured interview takes the information in the diary study further by seeking to understand not only what the CEO did but why and how he/she engaged in these specific activities and how these activities were influenced by the context.

17.1 Diary Record Completion

Participating CEOs' secretaries or assistants were required to complete a structured record of the CEO's activities over a consecutive 7-day period. Prior to embarking on a full scale study a diary record pilot was conducted with three CEOs with a view to appreciating the ease of completion of the template by an assistant or a secretary and secondly to establish the most appropriate way of analysing the data in the diary recording. The pilot study resulted in a modification of the design of the diary template as assistants found the diary study too cumbersome to complete as it required levels of data often unavailable to them. In addition, the subsequent analysis of the diary templates confirmed that the level of detail requested in the template was not necessary.

Appendix 7 contains a sample of the diary template utilised in this study.

17.2 Semi-structured interviews

The qualitative research interview aims at obtaining nuanced descriptions from the different qualitative aspects of the interviewee's life world (Kvale, 1996). A semi-structured interview that allows a more natural conversation flow and probing for more in-depth responses was deemed the most appropriate interview structure to fully capture a CEO's understanding of how his/her particular context influences why he/she does what he/she does and how that might be different from CEOs in other organisational situations. Furthermore, a semi-structured interview gave me the opportunity to seek validation or clarifications of the diary record. To guide the semi-structured interview, an interview protocol was prepared to ensure that the interview questions would provide the answers to the research questions and that the most would be made of the schedules of very busy executives. The interview protocol was divided into two parts.

Part I covered a review of the diary record earlier submitted and was used to seek clarification and further explanation of entries in the diary record. Part II was a series of open ended questions to explore:

- How the CEO viewed the external context in which the company was operating;
- How this external context influenced where and how he/she spends his time;
- How the organisational origins and his/her expatriate or national status influenced his/her activities and how he/she saw his/her responsibilities as CEO.

The interview protocol employed for the semi structured interview is included in Appendix 8 Interview Protocol.

17.3 Data Sampling

17.3.1 Sample size

In qualitative studies, there are no rules about the sample size but a purposeful sample is the most common sampling technique where the researcher actively selects the most productive sample to answer the research question (Marshall, 1996). Purposive sampling has also been defined as sampling to achieve representation on the dimension of interest or comparability across different types of cases on a dimension of interest (Teddlie and Yu, 2007). Given that

there are over 300,000 registered companies in Nigeria, each ostensibly having a CEO, a purposive sampling approach based on the definitions given above was deemed the most appropriate method to arrive at a useful sample size for my research. However, the variety and scope of companies in Nigeria in terms of size, information disclosure standards, business complexity, to name a few, makes it difficult to arrive at a transparent and auditable sample size even if criteria for selection were developed and applied. A pragmatic choice was made to achieve a more manageable and transparent population size by selecting companies quoted on the Nigerian Stock Exchange as they are deemed to have reached a minimum standard in terms of size, governance, transparency and information disclosure and so are arguably better suited for representation and comparability. There are 190 companies quoted on the Nigerian Stock Exchange and Fig 4 Distribution of companies, quoted on the Nigerian Stock Exchange depicts the distribution of these companies by company type (domestic or multinational) and CEO nationality status (Nigerian or expatriate).

Figure 4 Distribution of companies quoted on the Nigerian Stock Exchange

<u>CEO Nationality Status (rotate)</u>			<u>Company Type</u>
National companies with Nigerian CEOs	with	Multi-national companies with Nigerian CEOs	
150		7	
National companies with expatriate CEOs	with	Multi-national companies with expatriate CEOs	
12		21	

Source NSE Handbook 2009

To ensure further equivalence of the population sampling for analysis, the following criteria was applied to this data set:

- CEO must have been in position for at least two years to avoid the risk of their practices being a result of lack of role familiarity;
- Minimum size of the company expressed in employee size and annual turnover was 100 employees and N500m (~\$3.3m);

Applying these criteria to the data set of quoted companies resulted in the sample size depicted in Figure 5 Distribution of quoted companies that met selection criteria.

Figure 5 Distribution of quoted companies that met selection criteria

<u>Company Type</u>	
National companies with Nigerian CEOs 140	Multi-national companies with Nigerian CEOs 7
National companies with expatriate CEOs 12	Multi-national companies with expatriate CEOs 18

As can be seen from Fig 5 above, there were only seven quoted multi-national companies run by Nigerian CEOs and so it was expected that a sample size of seven in this quadrant would provide representative and rich qualitative data. While there was a greater number of CEOs in each of the other quadrants, for equivalence a target of seven companies was set for each of the three remaining quadrants to achieve a balance across the quadrants and the same/similar richness of data. This would achieve a total sample size of 28 companies. Notwithstanding this sample size, the high probability of not being able to get all seven CEOs of companies in the “Nigerian CEO of a multi-national quadrant” to participate in the research i.e. a 100% response rate, informed the need to consider unquoted companies in the sample size. However, the criteria listed above also needed to be met by each unquoted company for inclusion in the research data sample.

17.4 Choice of Participating CEOs

Harrison and Pelletier (1997) have cited the lack of access and work schedules of CEOs as the primary reason for their not participating in detailed first person empirical research. Being mindful of this, my strategy to selecting CEOs to participate in this research was similar to the snowballing technique suggested by Patton (1990).

1. Contacting CEOs of quoted companies that met the criteria where I had a direct personal or business relationship led to 12 CEOs being identified who all agreed to participate in the research study. One was dropped, as it proved impossible to schedule time with him to conduct an interview over the two-month period of the research study.
2. Asking colleagues in the organisation that I worked for that I knew had a relationship with CEOs of quoted companies to make an introduction on my behalf led to four CEOs being identified of whom three agreed to participate. No response was received from one of the CEOs.
3. Reviewing the list of Board members of quoted companies that met the criteria, where neither colleagues nor I had a direct relationship with the CEO but I did have a relationship with a Board member who could facilitate an introduction to the CEO led to eight CEOs being identified of whom six agreed to participate. One CEO declined citing his planned absence from the country and pending board meetings and one CEO of a multi-national was unexpectedly transferred out of the country to another post while we were trying to arrange interview and diary study dates.
4. In quadrants where I was not able to get the requisite number of participants through steps one to three above I then identified non-quoted companies that met the initial criteria and where I had a personal relationship or where I could get an introduction through a fellow CEO or other means. Eight CEOs were identified in this manner and they all agreed to participate in the research.

In addition to meeting the criteria for selection described above, there were no significant differences in the non quoted and quoted companies included in the sample size. Non-quoted companies included in the sample fulfilled the requirements for quoting on the Nigerian Stock Exchange but for various reasons such as – the foreign parent company wanting to be in full control of the local operating entity, the desire to remain a family

owned/held business for the foreseeable future – they had taken a decision not to be quoted.

The characteristics of the resulting sample size after applying the selection strategy described above is depicted in Fig 6 Resulting sample size for research study.

Figure 6 Resulting sample size for research study

National companies with Nigerian CEOs 7 quoted companies	Multi-national companies with Nigerian CEOs 3 quoted companies 4 unquoted companies
National companies with expatriate CEOs 3 quoted companies 4 unquoted companies	Multi-national companies with expatriate CEOs 6 quoted companies 1 unquoted company

17.4.1 List of participating CEOs

The resulting list of participating CEOs by nationality, company type, company origin and experience in the company is depicted below.

Table 25 List of CEO by nationality, company type, company origin, industry sector and experience

Text Citation	CEO Nationality	Company Type/Country of Origin	Industry Sector	Experience
NN1	Nigerian	National/Nigerian	Financial Services (Insurance)	Owner founder. CEO since inception 15 years ago
NN2	Nigerian	National/Nigerian	Conglomerate (Manufacturing, Real Estate,	CEO for 5 years. 25 year veteran of company

Text Citation	CEO Nationality	Company Type/Country of Origin	Industry Sector	Experience
			Logistics and Distribution)	
NN3	Nigerian	National/Nigerian	Manufacturing (Metal fabrication)	CEO for 3 years. Representing family interest.
NN4	Nigerian	National/Nigerian	Manufacturing (Paints)	CEO for seven years. Previous experience in senior management positions in national and multi-national companies
NN5	Nigerian	National/Nigerian	Financial Services (Banking)	Member of founding team. Deputy MD from inception (20 years ago) to 2001. CEO from 2001 to date.
NN6	Nigerian	National/Nigerian	Manufacturing (Fast moving consumer goods)	CEO for 3 years.
NN7	Nigerian	National/Nigerian	Manufacturing (Pharmaceuticals)	Part owner and CEO of company for 5 years. Prior to that was CEO of multi-national for 10 years. Multinational shareholding was acquired by CEO and Nigerian shareholders to become a full national company.
NMNC1	Nigerian	Multi-national/US	Oil and Gas	30-year veteran of multi-national company. CEO for five years
NMNC2	Nigerian	Multi-national/UK	Manufacturing (Tyres)	Recruited as CEO. Has been CEO for seven years
NMNC3	Nigerian	Multi-national/US	Financial Services (Banking)	25-year veteran of multi-national company. Was CEO of another

Text Citation	CEO Nationality	Company Type/Country of Origin	Industry Sector	Experience
				African location of same multi-national prior to becoming CEO of Nigerian operations. CEO of Nigerian for 5 years.
NMNC4	Nigerian	Multi-national/US	Information Technology	20-year veteran of multi-national. CEO for 5 years
NMNC5	Nigerian	Multi-national/UK	Advertising	Owner, founder of national company. Multi-national participation since 2000
NMNC6	Nigerian	Multi-national/South Africa	Real Estate/Facilities Management	CEO for two years. Prior to assumption of CEO role lived and worked in the UK for 19 years.
NMNC7	Nigerian	Multi-national/UK	Oil and Gas	CEO for 2.5years. Held senior executive position in another multi-national before assuming this role.
EN1	South African	National/Nigerian	Manufacturing (Fast moving consumer goods)	CEO for 2.5 years. On management contract from technical partner.
EN2	Jordanian	National/Nigerian	Telecommunications	US educated. In Nigeria for 8.5 years in executive capacity in the same company. Worked in various multi-nationals prior to coming to Nigeria. Assumed CEO role in 2005.
EN3	Indian	National/Nigerian	Manufacturing (Fast moving consumer goods)	CEO for two years. Held senior executive positions in major

Text Citation	CEO Nationality	Company Type/Country of Origin	Industry Sector	Experience
				multinationals in UAE and Saudi Arabia prior to coming to Nigeria
EN4	British	National/Nigerian	Manufacturing (Fast moving consumer goods)	20-year veteran in Nigeria. CEO of a major UK multi-national prior to assuming CEO role in Nigerian company
EN5	German	National/Nigerian	Marine Transportation	18 years in Nigeria working for various multi-nationals. Started this company with Nigerian partners 5 years ago. Founder CEO.
EN6	Danish	National/Nigerian	Manufacturing (Fast moving consumer goods)	Been in Nigeria for 15 years. CEO for 4 years. Prior to that was CEO for another national company for 11 years
EN7	British	National/Nigerian	Construction	Been in Nigeria for 23 years. Had senior executive positions in two multi-nationals prior to starting own company a little over two years ago.
EMNC1	South African	Multi-national/South African	Financial Services (Banking)	CEO of Nigeria operations for three years. Prior to that ran Africa operations for the company.
EMNC2	UK	Multi-national/UK	Manufacturing (Cement)	CEO for three years. Worked primarily in developed economies prior to Nigeria posting
EMNC3	Indian	Multi-national/UK	Manufacturing (Pharmaceuticals)	CEO for three years. Prior to that worked in

Text Citation	CEO Nationality	Company Type/Country of Origin	Industry Sector	Experience
				India for same multi-national. Posted to the UK shortly after interview to run Africa operations but based in the UK.
EMNC4	Austrian	Multi-national/German	Construction	Employed by same multi-national in Nigeria since 1992. Assumed CEO position in 2006.
EMNC5	English	Multi-national/UK	Manufacturing (Fast moving consumer goods)	CEO since 2008. Prior to that ran local operations in another emerging market for 6 years
EMNC6	UK	Multi-national/UK/US	Publishing	Senior executive position in same company prior to assuming CEO position in 2008.
EMNC7	South African	Multi-national/South African	Financial Services (Insurance)	CEO since 2008. Ran company operations in Southern Africa prior to posting to Nigeria

Expatriate CEO nationality included seven countries namely South Africa, Jordan, India, United Kingdom, Germany, Denmark and Austria while the origin of multi-national companies was represented by four countries only namely US, UK, South Africa and Germany. The experience of the CEO ranged from the minimum requirement of two years to seven years. There were ten industry sectors represented in the sample size namely Financial Services, Manufacturing, Oil and Gas, Information Technology, Real Estate, Advertising, Telecoms, Marine Transportation, Construction and Publishing.

17.5 Data Collection

After informal introductions and a brief description of my research objectives, CEOs that agreed to participate were sent an email with instructions on how to complete the diary study template and a request for a date when the face-to-face interview could be held.

In some instances, the completed seven-day diary records were submitted to me well before the interview date so that I had enough time to analyse the templates and prepare for additional clarification and discussions on diary activity during the meeting. In the majority of situations, I received the diary template on the same day or after the interview thereby limiting additional probing I could undertake during the interview. In the instances where I either did not receive the diary records in time to conduct an analysis prior to the interview or where I did not receive a diary record at all before the interview, the semi-structured nature of the interview gave me enough flexibility to ask additional questions about the actual activities the CEOs engaged in, why they engaged in those activities and request clarifications on diary records received late.

The quality of the diary records varied from CEO to CEO and in many instances reflected the CEO's dependence on his assistant to manage his diary. In three instances CEOs completed the diary records themselves as they managed their diaries with little assistance from their secretaries; and in one instance the CEO (a Nigerian CEO of a multi-national company) at the beginning of the interview politely explained why he had not and would not be completing the diary template as he really didn't keep a diary and with the exception of regular scheduled conference calls with his direct boss and regional group he took each day as it came with little involvement of his secretary. In the light of the above variability, the data from the diary records will be used mostly to provide additional perspectives and support to data collected during the interviews.

With the exception of one interview where the CEO was based on a rubber plantation several hundred kilometres from Lagos, all interviews were held in the respective CEOs offices and were also recorded for later transcription and analysis. This interview was conducted over the telephone but also recorded and transcribed. Two interviews were not recorded due to a technical hitch on the digital recorder and interview notes were relied upon to complete the analysis. The shortest interview was thirty-nine minutes and the longest interview was one hour and eleven minutes. In other words, I was given adequate time to cover all questions and no interview was truncated once started. In all instances, the CEOs were very interested in

the research question and all indicated an interest in receiving a copy of the findings of the research once completed. The majority of interviews were transcribed by a professional but prior to my analysis of those transcripts I listened to the tapes and corrected the transcripts as required to ensure that the transcription was an accurate reflection of the interview that took place.

18.0 Researchers position in the research

As I viewed my role in the research study, two factors presented a potential risk of unintended bias and lack of independence in my research. Firstly, I was known to more than half of the participating CEOs as a management consultant and there was a strong possibility of the interview covering issues that were beyond the scope of the research study but were of great interest to either the CEO or myself.

Secondly, as a Nigerian CEO of a multinational in Nigeria, I could be viewed as an interested and biased party as I also have a perspective on how being a Nigerian CEO of a very tightly controlled multi-national influences where and how I spend my time and my activities. I employed two methods to balance these potentially biasing influences:

- I was always careful to bring the conversation back to the research study and in every instance I was able to ask all the questions in the interview protocol in addition to questions that added more depth and clarity to my research
- Ensuring that I focused on the text only during the analysis and that any emerging themes came directly from the text.

19.0 Research methods for data analysis

19.1 Thematic Analysis

Themes in qualitative data are defined as features of participant's accounts characterising particular perceptions and/or experiences that the researcher sees as relevant to the research question and coding is the process of identifying themes in accounts and attaching labels to index them. Themes typically come from the data, an inductive approach, and from the researcher's prior theoretical understanding of the phenomenon under study, an apriori

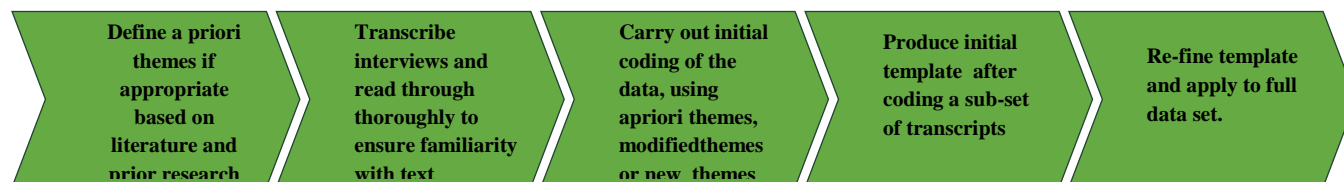
approach (Ryan and Bernard, 2003). Ryan and Bernard (2003) also give three reasons for being explicit in the methods employed for identifying themes in qualitative data. These are:

1. Discovering themes is the basis of much social science research and without thematic categories investigators have nothing to describe, nothing to compare and nothing to explain.
2. Being explicit about how themes are established allows consumers of qualitative research to assess researcher's methodological choices.
3. Qualitative researchers need an explicit and jargon-free vocabulary to communicate with each other across disciplines and across epistemological positions.

19.2 Coding Template Development

A methodology and the general steps that can be applied to discovering themes in qualitative data, named Template Analysis has been suggested by Professor Nigel King of the University of Huddersfield and is depicted below in Fig 7.

Figure 7 Methodology for Template Analysis



Source: www.hud.ac.uk/hhs/research/template_analysis.

This template analysis methodology together with Fereday and Muir Cochrane (2006) description of a robust and rigorous approach to using inductive and deductive approaches to theme development and coding informed the basis for my development of a template to analyse the data collected in the interviews and the diary records.

Given that the research question is seeking to understand differences between practices of CEOs in the identified quadrants, the coding of the full set of data was done by quadrant. Template analysis commenced once a subset of data was collected in one quadrant.

Step 1 –The systematic review of the literature on CEO practices combined with an analysis of interview transcripts informed the inductive and apriori approach that I have taken to identify themes in my data. 19 empirical studies with CEOs as the primary focus included the following insights:

- In developing countries such as India, China and Nigeria and in environmental contexts characteristic of uncertainty, CEOs establishing close ties and developing networks with government officials to acquire information that is not readily or publicly available or facilitate the granting of licences and permits is material to organisation success (Sawyerr 1993; Daft, Sormunen and Parks, 1988; Heidrick and Struggles, 2006; Spencer et al, 2008).
- In conditions of high strategic or industry uncertainty, CEOs scanned the environment more frequently and relied on more external and personal sources of information (de Hoogh et al, 2004, El Sawy, 1985). Furthermore, a comparison of environmental scanning practices of CEOs in Hong Kong (developed economy) and Nigeria (emerging economy) discovered that there was a strong relationship between scanning behaviour and organisational performance (Sawyerr, Ebrahimi and Luk, 2003).

In the light of the above two, *a priori* themes of environmental scanning and developing and leveraging a network were therefore included in the initial coding template as empirical evidence suggested their relevance.

Step 2 – I transcribed the first three interview recordings myself. However, given the limited amount of time that I had to transcribe and analyse the interview transcripts, I took a decision to outsource transcribing to a third party. Prior to analysing each interview recording transcribed, I listened to the recording again to confirm the accuracy of the transcript and made changes as necessary.

Step 3 - Two transcripts in the same quadrant (Nigerian CEOs of national companies) were read carefully and in addition to the *a priori* themes defined in Step 1 above, activities that CEOs described as being influenced by their environmental context (defined as challenges and opportunities) and the fact that they were Nigerian CEOs running national companies were code named and described. An initial template of themes was prepared from this review of two transcripts.

Step 4 – One transcript each in the other three quadrants were analysed using this initial template and the template was refined based on:

- Merging codes that appear duplicated
- Refining already existing codes based on data emerging from the new transcripts read
- Adding new codes based on data reviewed in subsequent transcripts

Step 5 - The refined template was then applied to transcripts previously reviewed to identify instances of newly identified codes that might have been omitted in earlier reviews of the transcript. This step was repeated until all interview transcripts were reviewed.

19.3 Final Coding Template

The application of the methodology described above resulted in the coding template in Table 26 Final Coding Template below. Code descriptions have been derived directly from an analysis of the data in transcripts about what CEOs said they did and how their context affected where and how they spend their time and how they see their responsibilities (answers to questions 3, 5 and 6 in the interview protocol included in Appendix 8)

Table 26 Final coding template

	Code	Code Description
1.	Driving innovation in the organisation	Re-inventing, doing things differently, learning and growing to take advantage of market opportunities and stay ahead of the competition.
2.	Strategic Thinking	Thinking and strategising about how to move the company to the next level.
3.	Marketing	Going out and meeting key customers and key stakeholders to identify new business leads and discuss company performance and other issues customers and stakeholders might have with the business.
4.	Interacting with the workforce	Thinking about how to make the company more exciting for employees; re-energising the workforce and getting people to take stretch assignments willingly; meeting and interacting with the workforce regularly to promote desired culture and behaviours; engaging in interactions that promote trust, respect and care for the individual; implementing ‘aspirational’ policies that make people want to stay in the organisation.
5.	Engaging the top management team	Meeting regularly with direct reports to attend to priority issues and ensuring that the business is responding to changes in the market place.

	Code	Code Description
6.	Developing and leveraging the network	Using personal networks and relationships to attract business to the company.
7.	Environmental scanning	Talking to people, reading widely and sharing knowledge with other people to get information on what is happening in the market from an economic, political and socio-political point of view and then using this information to get new leads on business opportunities or reposition the company internally to take advantage of opportunities or mitigate threats.
8.	Empowering the workforce	Empowering employees to be comfortable enough to take key decisions without constant guidance and direction from the CEO.
9.	Driving and sustaining culture	Using/institutionalising internal systems, processes and structure to drive the desired behaviour in employees.
10.	Execution management and monitoring	Ensuring that ideas proposed by the business are executed to deliver higher performance; monitor delivery of results relentlessly and put implementation issues on the front burner.
11.	Demonstrate Presence	Being visible in the external market place in order to fulfil the cultural requirements of a visible CEO that is the highest decision making authority as far as external stakeholders are concerned.
12.	Legacy	A heightened sense of responsibility and commitment to the country, the industry, the company and the community with a strong desire to leave something behind for future generations.
13.	Stewardship	Sharing internal expertise, experience, best practices of the international and local company to benefit the industry at large.
14.	Advocacy	Using the CEO position in an individual or collaborative manner to engage in advocacy activities for industry, country, social and public good.
15.	Managing irrational requests	Deploying strategies for managing requests from third parties that are at variance with the cultural norms of the organisation; managing cultural expectations of what a CEO can do.
16.	Engaging with external stakeholders	Regular communication with third parties that are key to the success of the business e.g. suppliers of raw materials, distributors of finished goods.
17.	Skills and talent development	Providing the workforce with the skills and competencies required to take advantage of opportunities in the market place.
18.	Connecting the parent company and the domestic company	Facilitating the connection between the local company and head office to ensure that there is mutual understanding between the two parties in order for the local company to grow and flourish.

19.4 Connecting Codes and Identifying Themes

Crabtree and Miller (1999) as quoted by Fereday, Muir-Cochrane (2006) define connecting codes as the process of discovering themes and patterns in qualitative data. The underlying intent of CEOs as they engaged in these practices provided the interconnectedness of the codes and the discovery of five themes. For instance, when CEOs engaged in the practices of advocacy, legacy and stewardship they did so with the intent of improving the difficult business environment that CEOs in Nigeria are faced with. The five themes of CEO practices in emerging economies discovered in this study were defined as:

1. Strategic Management
2. Driving Growth
3. Engaging the workforce
4. Managing the environment
5. Improving the business environment

These themes and their associated CEO practices (codes) are shown below in Figure 8.

Figure 8 Themes for connecting codes

Strategic Management	Driving growth	Engaging the workforce
Driving Innovation	Leveraging the network	Interacting with the workforce
Strategic thinking	Marketing	Driving and sustaining culture
Environmental scanning	Engaging with external stakeholders	Engaging with the Top Management TeamT
Execution management and monitoring		Empowering the workforce
		Skill and talent development
Managing the environment	Improving the business environment	
Managing irrational requests	Advocacy	
Demonstrating presence	Legacy	
Connecting the parent company and the domestic company	Stewardship	

19.5 Data analysis of seven-day diary record

Diary studies were received from 19 out of 28 CEOs with the distribution as follows: six diary records were received from Nigerian CEOs of national companies, four diary records were received from expatriate CEOs of national companies, four diary records were received from Nigerian CEOs of multi-nationals and five diary records were received from expatriate CEOs of multi-nationals. As mentioned in section 17.5 above, one CEO declined to submit a diary record. Several attempts were made to collect diary records from the outstanding eight CEOs proved futile up to the time of submission of this report.

The unavailability of diary records for eleven CEOs and the quality and completeness variations also mentioned in section 17.5 above limited my ability to utilise this data to confidently draw inferences, insights and conclusions. The diary records have therefore been used as a means to partially validate the emergent themes above by extracting activities of CEOs into the eighteen practices identified above as shown in Appendix 9.

20.0 Findings

20.1 Contextual Influences

The overarching purpose of this research is to explore the effect of context on CEO practices in Nigeria as an example characteristic of an emerging economy. Appendix 10 contains all comments from CEOs by quadrant pertaining to threats and opportunities that their businesses were faced with. An analysis of interview data reveals CEOs' perspective of the context in which they operated was largely derived from their responses to the threats and opportunities that they saw their organisations faced. These were common to either their competitors or the larger industry. Comments concerning threats and opportunities that were unique to the company, e.g. inadequate working capital, were noted but not utilised to arrive at the environmental context that CEOs operating in Nigeria have to contend with. Figure 9 below is a summary of threats and opportunities identified by quadrant.

Figure 9 Summary of number of threats and opportunities by CEO/Company type quadrant

Nigerian CEO of a national company	Nigerian CEO of a multi-national company
Threats 30	Threats 21
Opportunities 7	Opportunities 9
Expatriate CEO of a national company	Expatriate CEO of a multi-national
Threats 38	Threats 19
Opportunities 6	Opportunities 8

Common across all CEO quadrants was the observation that there were significantly more mentions of threats than opportunities in the Nigerian market. CEOs of national companies identified or spoke about many more threats than CEOs of multi-nationals. An explanation for this observation could be comments made by two Nigerian CEOs when trying to define the difference between multi-nationals and national companies.

NN7: Things are easier for multi-nationals because the rules are made, you are supported, and you are guided.

NMNC6: I know many very good Nigerian companies who have integritybut they get pushed a lot more than I do because I am an international company.

It could therefore be that CEOs of national companies are much more vulnerable to the threats posed by the environment and are therefore more conscious of these threats than their multi-national counterparts.

Most of the opportunities mentioned by all the CEOs converged around the theme of the large population of Nigeria that was under-served and under-exploited in terms of the provision of products and services. In other words, a large attractive untapped market.

The apparent similarity of threats and opportunities across the four CEO quadrants as seen in Appendix 10 provide a reasonable empirical basis for the classification of these threats and opportunities as the major contextual influences CEOs have to contend with as they strive to run successful businesses. Appendix 11 Contextual influences, derived from CEO comments on threats and opportunities, categorises these threats and opportunities into distinct contextual influences. The seven that emerge are:

1. **Government influences on business** characterised by changing/inconsistent policies and legislation and a seemingly arbitrary approach to tax and revenue collection which were seen by CEOs as inimical to the growth and development of a viable and robust private sector;
2. **Competitor actions** characterised by unwholesome practices of competitors that go unchecked by the authorities/regulators and which put companies that abide by the law at a competitive disadvantage at best and at worst, jeopardizes the very fundamentals of their business operations
3. **Skills and talent** defined as the short supply in the quality of skilled labour required to support business growth
4. **Social infrastructure** related to institutions and infrastructure required to guarantee security of life and property and the values and orientation of the citizenry to due process, rule of law and corruption
5. **Physical infrastructure** – defined as transportation (roads, rail) and energy required to support normal business operations
6. **Large untapped market** - The many references to the market as one with significant unmet needs and demand capable of facilitating and sustaining the growth of a business
7. **Policy Implementation and Regulation Enforcement** – described as government inability and lack of capacity to enforce laws and implement policy and the inability of the regulatory authorities to ensure that the ‘rules of engagement’ in the industry, as set out by them are abided with by all industry players.

These influences also appear to be reasonably well aligned to the taxonomy of emerging market influences developed earlier in the systematic review which included political risk and market instability, rule of law, corporate governance, managerial labour and societal issues, providing some additional support to this analysis and categorisation.

An analysis of the number of mentions of these contextual influences by CEO and company type is shown in Figure 10 below.

Figure 10 Analysis of contextual influences by CEO nationality status and company type

<u>Nigerian CEO of a national company</u>		<u>Nigerian CEO of a multi-national company</u>	
Government influence on business	8	Government influence on business	4
Competitor actions	3	Competitor actions	0
Skills and talent	4	Skills and talent	7
Social infrastructure	3	Social infrastructure	4
Physical Infrastructure	4	Physical Infrastructure	8
Large untapped market	9	Large untapped market	9
Policy impl. & regulation enforcement	6	Policy impl. & regulation enforcement	4
<u>Expatriate CEO of a national company</u>		<u>Expatriate CEO of a multi-national company</u>	
Government influence on business	4	Government influence on business	5
Competitor actions	3	Competitor actions	1
Skills and talent	2	Skills and talent	3
Social infrastructure	8	Social infrastructure	4
Physical Infrastructure	13	Physical Infrastructure	3
Large untapped market	5	Large untapped market	7
Policy impl. & regulation enforcement	8	Policy impl. & regulation enforcement	4

Nigerian CEOs of national companies made mention of all seven contextual influences with the large untapped market and government influence on business receiving the most mentions and competitor actions and social infrastructure the least.

Expatriate CEOs of national companies made mention of all contextual influences with physical infrastructure receiving the most mentions and skills and talent the least.

Nigerian CEOs of multi-national companies made mention of six out of the seven contextual influences. They made no mention of competitor actions as a contextual influence

that they were concerned about. The large untapped market and physical infrastructure received the most mentions while social infrastructure and government influence on business received the least.

Expatriate CEOs of multi-national companies made mention of all seven contextual influences. The large untapped market received the most mentions followed by government influences on business while competitor actions received the least number of mentions.

National companies more susceptible to unfair/unprofessional practice

While the contextual influence of competitor actions received little or no prominence across CEO quadrants, the fact that it was mentioned more often by CEOs of national companies than by CEOs of multi-nationals could be of some importance in this research study. National companies tend to be smaller than multi-nationals and as such may feel the impact of unfair and unprofessional competitor actions much more than multi-nationals.

Nigerian CEOs more reactive to government influences

Nigerian CEOs of national companies had the highest occurrence of government influence on business as a contextual influence. A deeper analysis of these comments revealed that they were mostly negative in nature i.e. undue and heavy-handed government influence. It is not surprising therefore, as will be seen later in this research report, that the practice of advocacy which involves trying to influence government policy to improve the business environment is one that takes on greater significance and prominence for Nigerian CEOs, especially those of national companies.

Nigerian CEOs more adept at managing poor social infrastructure

The lack of social infrastructure did not receive as much attention with Nigerian CEOs (of national and multi-national companies) when compared with their expatriate counterparts. Nigerian CEOs having lived and worked in Nigeria for the better part of their lives, may have over time, come to accept this lack of social infrastructure and instead, started focusing on how to manage the negative impact thereof. This is evident in the practice of managing irrational requests which takes prominence especially with Nigerian CEOs of national companies.

The influence of a large untapped market

With the exception of expatriate CEOs of national companies, the large untapped market received the most mentions as a contextual influence, a characteristic of an important emerging economy such as Nigeria. As will be seen later in this report, expatriate CEOs of national companies have been brought in primarily for the operational day-to-day running of the business, while the marketing and business development is done by the Nigerian owners. This could explain the lesser mention of the large untapped market by these CEOs.

Episodic contextual influences

A few contextual influences mentioned by the CEOs did not readily fit into this categorisation. They included influences that were brought about by the global financial and economic crisis and the political and constitutional crisis that Nigeria was facing at the time the interviews were being conducted. Four CEOs referenced the domestic banking crisis, stemming from the global crisis and other domestic factors that had had a negative effect on the availability of credit to either them directly or their distributors and customers and the attendant impact on their business volumes. Three CEOs mentioned the domestic political crisis as a clear contributor to tentativeness and cautiousness in their planning and business development activities. These influences were viewed as episodic in the life of the companies and were therefore not deemed as a permanent or embedded contextual influence.

In summary, while there is some level of agreement and commonality in the contextual influences of Nigeria as an emerging economy amongst participating CEOs, Figure 10 above shows that the importance of these contextual influences to CEOs does appear to vary with the CEO nationality status and company type.

20.2 Practices of CEOs in Nigeria

This section provides a detailed report on the eighteen practices identified in the final coding template in Section 19.3 above. The import of these practices have been analysed both in terms of what CEOs said about how they engaged in these practices and also the statistical occurrence of these practices to try and establish not only the importance but the relevance of the practice in this environment. As one of the research questions is to establish whether there are differences in practices across the CEO quadrant types, an attempt is also made here to extract the differences in the practices of CEOs.

20.2.1 Strategic Management

This thematic area can be described as activities that CEOs engaged in with the intent of preserving the long-term viability of their business including practices that they employed to stay ahead of competition. Codes under the Strategic Management theme include *driving innovation, strategic thinking, environmental scanning and execution management and monitoring*. 18 out of 28 CEOs engaged in strategic management practices. A more detailed analysis of the comments in each of these codes now follows.

20.2.1.1 Driving innovation– a means of delivering competitive advantage but more common for Nigerian CEOs of national companies

Six out of 28 participating CEOs regarded driving innovation as a key activity that is influenced by the context in which they operate. A further breakdown of these comments revealed that three out of seven Nigerian CEOs running national companies, one out of seven expatriate CEOs running national businesses, one out of seven expatriate CEOs running multi-nationals and one out of seven Nigerian CEOs running multi-nationals commented that they engaged in practices that drove innovation in the organization and in the market place.

NN1: we need to keep re-inventing ourselves and coming up with new things all the time.

NN2: there is actually a war out there for the pocket – so how do you respond to that in terms of innovation – to have brands of products that are affordable in the context of what is happening in the economy.

EN2: innovation is key.

EMNC1: we are going to find unique ways to build, find unique models to service those markets.

To appreciate this statistical breakdown it is important to understand how CEOs described innovation. Innovation was described by these CEOs in one of three ways. First as a means of meeting the unmet needs and demands of the customer base in unique and creative ways, secondly as a means of delivering competitive advantage to the company and thirdly, as a means of responding to the specific context of an emerging economy e.g. the low purchasing power of the majority of consumers. Within the context of this description of innovation, Nigerian CEOs of multi-national companies, while referring to how they leveraged parent

company expertise to respond to one or more of these innovation drivers appeared to see it more as a competitive advantage that they had over national companies that did not have access to that expertise and knowledge and not as innovation as shown in the following quotes from two Nigerian CEOs of multi-nationals.

NMNC3: looking at how to deployresources and knowledge that we have in other parts of the organisation and use them for the clients' benefits in Nigeria.

NMNC2: people might be willing to wait a little longer for you.... Because you are coming with a much better solution.

One explanation for this view could be that despite the fact that this knowledge and expertise was new to the local market they did not see it as innovation in that it already existed, had been tested and proven in other markets within the global organisation and was merely just been introduced into the local market. In contrast, CEOs of national companies both Nigerian and expatriate defined innovation as products, services and ideas that they introduced to the market place first regardless of the fact that they may have existed in other markets before.

EN2: when we say we innovate, we brought data into this country, we brought fixed wireless....franchise models.

An expatriate CEO of a multinational who clearly valued the expertise of 'Head Office' however acknowledged several times that there was a need to measure the relevance and alignment of this knowledge to the local market. Hence, his comment about unique ways and unique models to service the market in which he now found himself, albeit leveraging on the expertise of the global firm, was seen as driving innovation. It could therefore be that Nigerian CEOs of multi-national companies are too ready to demonstrate a competitive advantage over local companies as a result of their affiliation to a multinational, however expatriate CEOs of multinationals having, in many instances, worked in other countries prior to coming to Nigeria, were more cautious of leveraging that expertise without reflecting the local context.

Regardless of how CEOs defined and then drove innovation in their respective businesses, it would appear that the introduction of new products, new services, new models is an important practice that a minority of CEOs in Nigeria (mostly Nigerian CEOs of national companies) devote thought and time to and is influenced by the environmental context e.g. customer affordability and the changing business environment.

20.2.1.2 Strategic thinking- the uncertain environment as a constraint to strategic thinking most especially for expatriate CEOs

Strategic thinking has been described as the process by which CEOs take time out to think about and then plan how best to position the business to take advantages of the opportunities in the market place for growth and competitive advantage. 11 out of 28 CEOs specifically mentioned taking time out on their own to think about the business in order to develop a vision and the steps and resources required for the achievement of the vision.

NN1: I spend most of my time thinking.

NN5: I am also supposed to hopefully dream for the organisation ...this is where we want to go and this is how we will get there.

However, a number of these CEOs, most especially expatriate CEOs, while acknowledging the importance of planning, admitted that they spent far too much time dealing with operational issues and ambiguity and not enough time planning for the future of the organisation.

EN1: pretty difficult to look forward and to plan and planning tends to take a back seat unfortunately.

EN2: my job is much more operational in this country...because in a muddy and chaotic situation with little rules you have to depend on experience to make decisions.

EMNC4: ...the speed of change is very high....this makes planning very difficult.

EMNC5: so I think we have to spend more time in an operational sense than perhaps I would have expected when I arrived.

Only one Nigerian CEO mentioned the uncertainty of the environment as a barrier or constraint to planning and managing strategically. It could be that having lived and worked in this environment for the better part of their lives, Nigerian CEOs have developed a certain immunity to or comfort with the uncertainty and so do not see it as inimical to planning for the longer term or thinking strategically despite the operational challenges posed by the environment.

So while a large minority of CEOs in Nigeria do think strategically and plan for the future of the business, expatriate CEOs in particular think that the amount of time they spend

developing the plan, their main responsibility as CEO, is insufficient given the need to constantly intervene in operational issues arising from the uncertainty in the environment.

The fact that 17 out of 28 CEOs failed to mention strategic thinking also supports the idea that the emerging economy context characterised by change, uncertainty and complexity at an operational level makes it difficult to devote time to thinking at the strategic level.

20.2.1.3 Environmental Scanning- Learning about market, business and industry trends by external association

Eight out of 28 participating CEOs said that they engaged in environmental scanning practices that included talking to experts, regular interfaces with the market and reading widely and literally *'just getting out there'* in order to have a better understanding of a continuously changing market.

NN2: I need to be abreast of what is happening out there...things change weekly these days.

NMNC4: You know it is interactions (external) that build your understanding of business beyond the level of what you do. You learn by association you know.

EMNC3: I never missed a distributor meeting....because you get a lot more of what is happening in the market.

No expatriate CEO of a Nigerian company mentioned scanning as an important activity or practice that they engaged in. This notwithstanding, it was clear from the interviews that they both had a very good grasp of the external environment and its impact on their business, however, unlike the eight CEOs, they did not specifically mention how they went about acquiring information about the market and whether or not this was an important practice for them. A possible explanation could be that given their earlier documented complaints about the difficulty of thinking strategically for the business in an uncertain market, they could view event monitoring and managing more operational in nature and not particularly relevant in assisting them in the long term viability of the business.

Given the definition of environmental scanning as an apriori theme, it was surprising that this activity was not practiced by a larger number of CEOs. However, comments on leveraging the network and engaging other stakeholders appear to have elements of scanning and market

insight development in them and if included in the results could yield a higher occurrence of this practice. There appeared to be no major differences in how environmental scanning was done across CEO quadrants.

20.2.1.4 Execution Management and Monitoring - represented across all CEO quadrants but not commonly practiced

Eight out of 28 CEOs referred to the management and monitoring of execution of company strategy as an important activity that they personally got involved in. The practice of execution management and monitoring was represented across all four CEO types with little difference in the ways they engaged in this practice, highlighting the potential context insensitive nature of this practice.

NMNC3: But then my part is execution. Execution is the most important thing

NN2: Execution is very important. I mean I tend to get somehow significantly involved in execution.

EN2: Really, my job is, I have to set that vision and help people drive towards it, that is all I am supposed to do.

EMNC7: I will delegate (but) I will kind of keep track of what is going on.

Reviewing business performance at regular management meetings, defining key performance indicators (KPIs), tracking results very closely and then providing guidance and support as required for successful execution were the various ways in which CEOs said they got involved in execution management and monitoring. It is however surprising that despite the occurrence of this practice in every CEO quadrant, only eight out of twenty eight CEOs overall engaged in this practice; giving the impression that CEOs in Nigeria, while making an effort to plan for the business do not spend enough time managing the execution of those plans in a deliberate manner.

While CEO practices associated with strategic management were practised by one or more CEOs in each quadrant, expatriate CEOs of national companies had the lowest occurrence of strategic management practices with only three out of seven of them commenting that they engaged in these practices. In comparison, five out of seven CEOs in each of the three other quadrants mention that they engaged in one or more strategic management practice.

This could be because expatriate CEOs of national companies tend to be on an employment contract from the Nigerian owners and are typically hired for their technical/operational and not strategic management skills. Amongst participating CEOs there appears to be a common conceptual understanding of innovation being about finding new and creative ways to deliver competitive advantage but the definition of what was new and innovative varied across CEO quadrants. Despite having strategic plans and executing those plans, there was concern amongst expatriate CEOs that the operational uncertainty created by the contextual influences of an emerging economy meant that they spent more time than desired resolving operational issues than thinking strategically and managing the business in a strategic manner. This could be a potential explanation for the low number of CEOs engaged in execution management and monitoring of strategic plans and indeed it could also explain the relatively limited engagement with all the strategic management activities. In other words, the very circumstances that necessitate strategic management activities from CEOs also constrain from pursuing them.

20.2.2 Driving Growth

As an emergent theme, driving growth was perceived as any practice that CEOs engaged in that directly or indirectly brought in additional business or revenue for the organisation and in turn increased market share. 17 out of 28 CEOs said they engaged in various kinds of business development practices. These various business development practices include **marketing, leveraging the network and engaging external stakeholders.**

20.2.2.1 Marketing – the CEO is the Chief Marketing Officer and Brand Ambassador
Marketing as referenced by participating CEOs, ranged from being a brand ambassador for the organisation, socialising and personal engagement at the highest levels of client and prospective client organisations to improve the visibility of the brand and quite specifically going out with the sole purpose of closing leads that had been previously identified by colleagues.

NN4: So most of my social outings are business driven. I don't see them as social functions, rather I see them as marketing opportunities.

EMNC1: trying to be the brand ambassador and chief marketing officer.

NMNC2: ...every opportunity you have to socialise it also improves the visibility of the company, the brand.

NN1: I do go out pretty often...I get on the road to try and conclude or finish the deal once I have information about it

Eight out of 28 CEOs referred to marketing as a key practice that they engaged in, while six out of 14 Nigerian CEOs referred to marketing as a key practice they engaged in – the highest occurrence amongst CEO types. Four out of seven Nigerian CEOs of national companies in the course of the interview specifically referred to themselves as the Chief Marketing Officer unprompted.

NN1: I market...you can call me the Chief Marketing Officer

NN4: The way I see myself is that first of all I am the Chief Marketing Officer

This could point to the significance that Nigerian CEOs of national companies place on how being out in the market place propagating and socialising a national brand that might not have the breadth, reach and awareness levels of the international brands of multi-nationals, contributes to revenue generation and business growth. This explanation and the earlier quoted comment of a Nigerian CEO further supports the comment of an expatriate CEO of a national company about the ‘always on’ nature of the Nigerian CEO when it came to marketing and business development.

EN4: The other thing is of course, Nigerians do business 24/7; so there is no social, no purely social activity for a Nigerian CEO.

Marketing the organisation as a whole as opposed to specific product and services marketing is a common CEO practice that appears to take on more significance with Nigerian CEOs of national companies.

20.2.2.2 Developing and leveraging the network – personal and professional networks have high relevance and are a source of competitive advantage for Nigerian CEOs

Networks of business and social contacts were referred to mainly as a means of generating new business for the organisation, hence the alignment with the parent theme of Driving Growth. 16 out of 28 CEOs referred to a network that they had or that they had access to. Six out of seven expatriate CEOs of multi-nationals when comparing CEO practices in other

countries that they had experience of, commented that having a business network was much more relevant and important for doing business in Nigeria than in these other countries.

EMNC6: I find that the network is very important in Nigeria.

EMNC4: If I compare CEO positions here to CEO positions in Europe, here the network is much more relevant than in other places.

Whilst acknowledging the importance of a business and social network, expatriate CEOs readily admitted that the reach and depth of their network could not compare to that of a Nigerian CEO given that they were ‘catapulted’ into the country and were here on a short term “tour of duty”.

EMNC2: I don't have an immediate network that I think a well educated Nigerian will have

Therefore instead of deliberately working to build their own local personal networks in the short time that they had in-country, they very often leveraged on the networks of their work colleagues and board members.

EMNC1: I have some very well connected, very strong people around me and there is some comfort in that.

EMNC6: The network I have may extend through other people.

Unsurprisingly therefore, Nigerian CEOs of both national and multi-national companies appeared almost boastful of their network in terms of its geographic reach, the age of the network (going back to secondary school days) and the superiority of this network over those of their expatriate colleagues.

NN1: we (Nigerian CEOs) are the network.

NMNC3: I just need to spend a day making a few phone calls and I'll know exactly what is going on.

Only one expatriate CEO thought that networks were easy to build but on further probing it was clear that his network comprised primarily of nationals of his country running multi-nationals and national companies, especially those that lived close to him. Notwithstanding this, three expatriate CEOs of multi-national companies (including the one above) did refer

to having a network of expatriate colleagues which while not being a proxy for the local network, was seen as being useful from a professional help and expertise perspective.

EMNC2: We have a lot of contacts with ...expatriates here....who can also naturally support some professional aspect.

Expatriate CEOs of national companies made no direct claims to their ability to leverage their networks or networks of their colleagues or board members for business benefit. Interesting to note is a particular case of an expatriate CEO of a national company who personally referenced important and influential Nigerians as known to him but more from the perspective of how knowing these people proved how well integrated he was into the Nigerian social and business scene despite the fact that he was a ‘white man’.

Maintaining and then leveraging an extensive network of business and personal contacts appears to be an important practice of CEOs in Nigeria and judging by the comments of Nigerian CEOs in some ways actually proffers a competitive advantage to the company. Nigerian CEOs appeared to use the network not only for business development purposes but as a means of obtaining knowledge and developing insights about the market. It is therefore not surprising that expatriate CEOs, recognising that they do not have the time to build these networks, strive to have access to the readymade networks of their Nigerian colleagues.

20.2.2.3 Engaging with external stakeholders – of greater significance for Nigerian CEOs

Twelve out of twenty-eight CEOs say they interact and engage with their various publics – government, customers, suppliers, distributors to name a few. This interaction and engagement also included relationships with other strategic stakeholders such as the Board of Directors, especially the international directors of multi-national companies. Reasons given for this engagement was to understand, appreciate and resolve any issues that they may have with the business that could jeopardize real and potential revenue generation and to develop market insights.

NMNC2: Therefore you have communities that you have to socialise with.

EMNC2: I meet quite a lot of governmental bodies both to resolve some issues that we have in our operations...and also.... to make sure our investments are well understood.

With eight out of 14 Nigerian CEOs of multi-nationals and national companies and four out of 14 expatriate CEOs in multi-nationals and national companies engaged in this practice, Nigerian CEOs of both multi-national and national companies appear to appreciate the importance of external stakeholder engagement more than their expatriate counterparts.

Driving Growth practices appear to vary across the CEO quadrant types. Expatriate CEOs of national companies made no direct references to driving growth as a key practice, either from a marketing perspective or from a business or social network perspective. Typically, in this environment, expatriate CEOs of national companies are contracted for technical and operational competence and not so much for business development and marketing capabilities. The Nigerian owners tend to assume responsibility for business development, brand visibility and social contacts. This could be a plausible reason for why expatriate CEOs of national companies did not discuss or mention this as a key practice that they engaged in. In contrast, because expatriate CEOs of multi-nationals assume responsibility for the entire business including growth and market penetration (an expatriate CEO of a multi-national expressed the same sentiment as the majority of Nigerian CEOs of national companies that he is the Chief Marketing Officer of the company) they view the network as important and the way that they engage in the practice of leveraging a business and social network for business development is to tap into the already and most times extensive networks of their Nigerian colleagues. Engaging the external community and stakeholders was also seen as an important practice across CEOs but with much greater significance for Nigerian CEOs.

20.2.3 Engaging the workforce

This theme includes any activity that the CEO undertakes that helps to facilitate, motivate, and inspire the workforce, including the top management team, to greater productivity and commitment to the achievement of organisational goals and objectives. Twenty-six out of twenty-eight CEOs in the sample size mentioned at least one activity that they engaged in to facilitate internal engagement with the workforce. These include the practices of *driving and sustaining culture, interacting with the workforce, engaging the top management team, empowering the workforce and skills and talent management*.

20.2.3.1 Driving and sustaining culture - through leadership by example

Seven out of twenty-eight CEOs were engaged in activities that helped to drive and sustain a culture that defined the organisation and differentiated it from competition. This was especially predominant with Nigerian CEOs of national companies and expatriate CEOs of

multi-nationals where three out of the seven CEOs in each of these quadrants mentioned it as a practice they engaged in.

NN1: Work is such that you cannot come into (the company) and not immediately imbibe that culture. You have to do everything the way everybody else does it

EMNC7: If I leave and my contract expires I would hope that the people that have been working with me assume a different way of doing things.

These CEOs spoke about how they drove and sustained culture by not exempting themselves from processes and procedures that defined what is acceptable in the organisation, leading by example e.g. getting to work on time and putting out an attitude that created an external perception of the business that re-enforced internal processes and procedures.

NN3: I get here at 7.30am. Once they (employees) know your car is parked here they start doing what they are supposed to do.

NN1 : Yes, because they (the systems and structures) are endorsed: as the CEO, you must abide by it yourself.

Expatriate CEOs said that they used internal organisational practices to not so much sustain and drive culture but to change cultural practices that in their opinion inhibited CEO effectiveness and business growth, e.g. empowerment of the top management team to manage the sometimes unwarranted insistence on the external visibility of the CEO, challenging status quo.

EMNC1: Allowing people to be empowered is culturally something that I try and drive internally. (I) spend a lot of time getting rid of hierarchy, getting rid of entitlement

EMNC6: I suppose the only word I could use to describe it is a more empowered culture where people are well trained.....

EN4: But you can change that (the culture of not challenging) because as the CEO if you allow challenge to you,....your behaviour is so powerful it will change behaviours.

Multi-national companies tend to already have a culture and way of doing things which are invariably or mandatorily adopted by the local business. In some way, culture is then driven

by head office which would explain the occurrence of expatriate CEOs of multi-nationals engaging in practices that instituted culture.

EMNC7: But also if you are looking to...impart a certain kind of culture you need people from within that organisation (head office) to impart that culture, that working culture.

However, national businesses, without the benefit of a parent company to dictate a ready-made culture have to establish and drive their own unique culture. This could explain the proportion of Nigerian CEOs of national companies involved in practices that drove culture. Furthermore, driving culture by ensuring that they abided by laid down practices and policies of the organisation is well aligned with Hofstede (2001) definition of Nigeria as a country with a high power distance culture that is, one where authority is seen to emanate from an individual and is highly respected.

The practice of driving and sustaining culture appears to be highly influenced by CEO type. Expatriate CEOs, while appreciating the need to assimilate local culture, also appear to have no qualms about introducing new practices or eliminating existing practices that change the culture of the organization for the better, in their view. In contrast, Nigerian CEOs, especially those of national companies, are more concerned with establishing a culture and leading by example to institutionalise the culture.

20.2.3.2 Interacting with the workforce – a means to a ‘self- informed’ view of the organisation

With 21 out of 28 CEOs citing interaction with the workforce as a practice that they engaged in, this was arguably the practice with the highest level of occurrence across and within CEO quadrants. The methods by which CEOs interacted with staff ranged from formal, structured meetings such as training and ‘town hall’ meetings to informal and sometimes social encounters.

NN2: listen a lot more to them (employees), mentor them, engage them on some of the issues of the business and also issues of their personal development

NN3: I talk to the workers, you have to talk to them

NMNC3: I don’t very often eat in the cafeteria but occasionally I would go in there and go sit at somebody’s table, just to get a sense, just to chat with them

NMNC1: my door is generally open; so people come in

EMNC1: I get a cross section of managers come and talk to me. I try to wander around the organisation

EMNC5: I walk around this site nearly every day because I want to see what is going on

EN2: So the third thing I do is managing the workforce. I am on the ground with my folks....Be on the helicopter and fly but be ready to jump in the battlefield with your staff.

Regardless of the mode of interaction, the primary purpose of these interactions, which was common across CEO quadrants, appeared to be for the CEO to ‘see’ the organization through the eyes of more junior employees and engage them on business issues and personal issues to better appreciate their perspectives.

In summary, there do not seem to be any significant differences across quadrants in terms of the CEO intent for interacting with the workforce and the methods of that interaction or engagement, potentially making this practice context neutral.

20.2.3.3 Engaging the top management team – similar modes of engagement across CEO and company type

Hambrick and Mason’s (1984) Upper Echelons Theory proposes that the characteristics of the top management team, that is, the CEO and his direct reports, partially predicts organisational performance. Hambrick (1995) also proposes that CEOs must ensure that top management teams are completely capable and interacting effectively. Expectedly therefore, engagement with the top management team on an individual and collective basis was mentioned as a practice by seventeen out of twenty-eight CEOs. At least four CEOs in each quadrant mentioned this as a practice they engaged in. Formal weekly meetings and ad-hoc individual discussions on specific line issues appeared to be accepted ways of engaging the top management team.

NN2: A lot more communications is taking place between my colleagues and myself

NN1: We meet every Monday to start off with, every Monday

NMNC2: At least once a week we have a one-on-one and at least once a week we also have a group meeting

NMNC1: Formal leadership meetings ...which are more information exchange. Just sharing information on particular issues

EMNC4: With my staff which I am working with directly, I try to talk, to speak with them as often as possible.

Engaging with the top management team appears to be an accepted way of managing business performance. For the majority of CEOs, the mode of interaction was primarily through frequent and either scheduled or unscheduled meetings (as evidenced in the diary analysis in Appendix 9) and did not appear to vary either across CEO types or company types.

20.2.3.4 Empowering the workforce – practiced mostly by CEOs of multi-nationals

Creating an environment where employees are comfortable enough to take key decisions without constant guidance and direction from the CEO was seen as a key to empowerment of the workforce. Whilst only seven out of 28 CEOs mentioned this as one of the practices that they engaged in, CEOs of multinationals appeared to emphasise this practice more than other CEOs – six out of the seven CEOs that engaged in this practice were CEOs of multi-nationals.

EMNC1: allowing people to be empowered is culturally something that I try and drive internally. Employees not often given a chance because they (referring to external stakeholders such as regulators and customers) want to see the CEO

EMNC6: the only department that didn't come to me everyday asking questions was the one I had been working with because I had taught them to make decisions for themselves.

Again, the high power distance culture of Nigeria where authority is seen to emanate from an individual and is highly respected could be a plausible explanation for this being a practice that is more predominant in expatriate CEOs of multi-nationals. Nigerian CEOs, especially those of national companies, may be culturally attuned to being expected to make all the decisions on behalf of the company and as such could be less amenable to delegating decision making to subordinates.

20.2.3.5 Skills and talent development – *practiced by most CEOs but Nigerian CEOs take a longer term view*

20 out of 28 CEOs engaged in practices that were focused on improving the skills of the workforce. Five out of seven Nigerian CEOs of national companies engaged in this practice, five out of seven expatriate CEOs of national companies, three out of seven Nigerian CEOs of multi-national companies and all expatriate CEOs of multi-nationals engaged in this practice. While lack of skills and talent has been identified as a contextual influence in that it was mentioned by most CEOs as a threat, it would appear that expatriate CEOs of multinationals are more committed to addressing this gap than other type of CEOs. This could be because having worked in other markets, they are better able to compare the skills and talent deficiencies with similar markets and appreciate the impact on their business. An expatriate CEO of a multi-national did say:

EMNC5: I would say here that the general level of what I would call engineering, technical process skills are significantly lower than I would expect in most of the major emerging markets. ...the lower knowledge of skill and knowledge and know-how in our workforce requires a disproportionate amount of effort from the leadership team here.

Nigerian CEOs of national companies who in many instances are building organisations from scratch do realise the importance of developing skills and talent to move their businesses forward especially in the context of an inadequate educational system.

NN5: essentially you have to try twice as hard, you have to start taking semi-finished products and then there are cost implications, time implications and all the other resources that go into that

Expatriate CEOs of national companies also recognise this problem but their response to closing the skills and talent gap appeared to emphasis offshore training and secondments to partner companies. Nigerian CEOs of multi-national companies filled skill gaps by external recruitment or undertaking the slow process of growing and nurturing good people.

Given the contextual influence of a lack of skills and talent in this country it not surprising that practices related to developing skills and talent had a high overall occurrence and occurred in every CEO quadrant. However, the intensity of the practice and the methods by which skill gaps are closed appear to vary by CEO type. Expatriate CEOs of multi-nationals appeared to fill this gap by taxing the leadership team; Nigerian CEOs appear to undertake

the slower process of growing and nurturing employees while expatriate CEOs of national companies appear to favour offshore stints for staff to gain expertise and competence.

With 26 out of 28 CEOs involved in engaging the workforce practices, this thematic area would appear to be one of the most relevant for CEOs in Nigeria. However, there are some interesting differences in the levels of occurrence in the CEO practices that comprise this thematic area:

- The practices of driving and sustaining culture were important to Nigerian CEOs of national companies and expatriate CEOs of multi-national companies who would have clear responsibilities to build a unique and sustainable culture (sometimes from scratch) and institute 'head office' culture in the local environment respectively while seemingly less important for expatriate CEOs of national companies.*
- The practice of empowerment of the workforce appeared more characteristic of expatriate CEOs of multi-national companies as they strove to de-emphasise the cultural expectation of the external and internal visibility of the CEO in the light of a competent management team. The high power distance culture of Nigeria, assimilated by Nigerian CEOs over time could be an explanation for why Nigerian CEOs did not empower their subordinates.*
- The practices of interacting with the workforce on a regular basis and working to develop and upgrade the skills and talent of the workforce were the two practices that occurred in all CEO quadrant types, with over 20 of 28 CEOs engaging in these practices. The practice of interacting with the workforce could be deemed context neutral in that the methods applied did not vary much across CEO quadrants.*
- Despite the slightly lower occurrence of 17 out of 28 CEOs, at least four out of seven CEOs in each quadrant said they engaged in the practice of engaging with the TMT and there was also little difference across CEO quadrants in the practice of engaging with the top management team. This practice could therefore also be deemed to be context neutral.*

20.2.4 Managing the Environment

24 out of 28 CEOs mentioned engaging in activities that facilitated interaction between the business and various stakeholders in order to create a more conducive business environment. Key stakeholders were defined as suppliers, distributors, customers, the general public and for multi-national companies, the parent company or Head Office. These methods of engagement are captured in the practices of **managing irrational requests , demonstrating presence and connecting the parent company and the domestic company.**

20.2.4.1 Managing irrational requests- the CEO can't do all things

Hofstede (2001) in his seminal work on national culture defined the cultural dimension of power distance as the extent to which the less powerful members of an institution or organisation within a country expect and accept that power is distributed unequally. In the Hofstede study, Nigeria is classified as a high power distance culture and this is evidenced in the importance attached to the CEO position and the high expectations of authority and influence inherent in that position.

NN2: .given our cultural background, people expect a lot of things, they see the 'big man' syndrome. You (the CEO) can wave a magic wand and solve all the problems. You can make rain.

12 out of 28 CEOs gave examples of irrational requests that were made of them which assumed that they had powers and influence significantly above what their position permitted. Of note is that while eight out of 14 Nigerian CEOs had been subjected to irrational requests by the general public, only four out of 14 expatriate CEOs had received or had to respond to irrational requests from stakeholders or the general public. Importantly, these four CEOs were expatriate CEOs of national companies, no expatriate CEO of a multi-national mentioned being subjected to or having to manage irrational requests. As discussed in section 20.2.2.2 above, the absence of local personal and business networks of expatriate CEOs could indicate a certain detachment from the community and in turn limited access to these CEOs. Opportunities for stakeholders and the general public to make these irrational requests would also then be limited. One CEO articulated this aptly in the following two quotes:

EN4: Increasingly, the multi-nationals send the guy in for two or three years ...and he doesn't get embedded in the local (market).

EN4: I think probably, generally you are less likely to be offered inducements as you say, you are a bit more cut off and Nigerian suppliers would find it a lot more difficult to broach the subject.

Reducing CEO connectedness to the market is therefore seen as one way of managing irrational request evidenced by the following quotes from Nigerian CEOs of multi-national companies.

NMNC3: the more you are out, the more you expose yourself to certain areas, the more the demands on you and the expectations are.

NMNC1: ...generally keep a low profile...

Another way of managing these requests is using the company as your excuse;

NMNC1: You just do what you can do within the regulations of your company and what you can't, you just tell people you can't

NMNC6: It also helps because when I am asked to do things that do not have integrity, I can just say sorry, it's against company policy. It's not my company, I cannot go against the rules.

Nigerian CEOs of national companies unfortunately do not have the luxury of keeping a low profile as they strongly believe that their physical and very visible presence in the market place is a key responsibility and important for business growth and development as explained in Section 20.2.2.1 above. In addition, they also do not have a parent company to “hide behind”. What they do is to institute strong internal processes that cannot be circumvented even by the CEO.

NN1: Yes because they (the systems and processes) are endorsed. As the CEO you must abide by it yourself. It even helps you. It protects you.

When this is not possible or accepted, Nigerian CEOs of national companies have been known to cave in to these pressures.

NN7: So there is increased pressure to provide employment, so every once in a while I am slightly overstaffed.

Cultural norms in Nigeria view the CEO in an ‘exalted’ position with influence and authority that goes beyond organisational limits. Nigerian CEOs are more vulnerable to irrational demands or requests from the general public as a result of their interconnectedness and visibility in the public sphere. CEOs have devised several ways of deflecting/responding to these irrational requests and these methods appear to vary by the type of company the Nigerian CEO is running.

20.2.4.2 Demonstrating presence – CEOs must be seen and heard

12 out of 28 participating CEOs commented on market demands on their physical presence.

EMNC1: The culture here is I want to talk to the CEO. I want to hear the CEO say yes, no or maybe

EMNC4: These people always want to see the MD and the representative of the MD is hardly accepted

NMNC1: Everybody believes that they must see me

While CEOs did accede to these demands, expatriate CEOs of multi-nationals in particular expressed a frustration with the impact of this practice on their overall productivity and effectiveness as CEOs.

EMNC1: So what is it you really want a CEO to do...where do you want him to spend his timean entire day in Abuja waiting to see somebody who eventually will see you three hours later than they said they would. It is an entire waste of everybody's time.

EMNC6: Sometimes I could spend two days just trying to meet one governor because he moves from place to place and if you follow him, you actually get to see them (him)

In contrast, Nigerian CEOs and expatriate CEOs of national companies, while also expressing a concern about the impact of this practice on their time, could on the other hand see the benefits that the physical presence and visibility of a CEO confers on a business.

EN4: Now if I am invisible, my ability to influence is much less than if I am visible and people know who I am.

NMNC2: ...every opportunity you have, it also improves the visibility of the company, the brand.....then you pay the price because of the time you have to be there.

Peculiar to the Nigerian market is the need for the CEO to be both heard and seen. While a fair proportion of CEOs are engaged in this practice because the market demands it, expatriate CEOs of multi-national companies have a more difficult time in accepting that it is a useful and beneficial practice.

20.2.4.3 Connecting the parent company and the domestic company - the importance of “explaining” Nigeria to the rest of the company

This practice was applicable to CEOs of multi-nationals only given that CEOs of national companies do not have to contend with the influences of a parent company. As expected, all CEOs of multi-national companies engaged in practices that tried to improve the connection and understanding between the parent company and the local company or managed the influence and impact of the parent company on the local business. In addition, both expatriate and Nigerian CEOs of multi-nationals were agreed that the most effective way to connect the domestic company to the group was through continuous talking and explaining, especially with the intent to bring Nigeria to the consciousness of the Group beyond the obvious.

EMNC3: There is a need to assimilate the Nigerian environment into language and actions that allow others (Head Office) to understand some of these challenges from an international perspective.

EMNC7:...it's a combination of the way in which I report back to them, the way in which I phrase things.

NMNC2: I still feel it is my responsibility to get (organisation) into ...a Nigerian mode, to understand that you know what? Nigeria is.....not as bad as it is made out to be

NMNC1: So you also spend a lot of time trying to influence and get people to understand what the situation here is locally and convince them why a particular course of action needs to be taken.

Nigerian CEOs felt that key to influencing Group or Head Office actions on the local company was the personal credibility that they had built up over the years in the Group.

NMNC1: the only way you can succeed...is to have built up a level of credibility

NMNC3: They (head Office) have to know you so that they can interpret what it is you are saying and doing.

In contrast, expatriate CEOs didn't talk about establishing personal credibility with the Group as a means of getting their voice heard. They appeared to rely more on their knowledge of the Group office to establish that connectedness and understanding between the Group and the local office.

EMNC1: the direct influence (I have) as to how to make the connections (to Group Office) where the connections are

EMNC2: I come from the Group so I know a lot of people in the Group so I can really get their support to solve my issues here.

Expectedly, CEOs of multi-nationals strive to make a connection to "Head Office" to facilitate business growth and success of the local company. They rely on honest and transparent communication but that is where the similarity ends. Nigerian CEOs rely on personal credibility built up over the years to get their voices heard while expatriate CEOs rely on their knowledge of and network into the Head Office. CEO nationality status therefore appears to be a clear indicator of how CEOs fulfil the connection with the parent company

The context of Nigeria presents a challenging business environment and CEOs find themselves having to deal with issues that they would probably not encounter in more developed and organized economies. From managing irrational requests to demonstrating presence and visibility, CEOs in Nigeria utilise a number of ways to manage this environment.

For Nigerian CEOs, their ability to successfully manage this environment is complicated by their need to actively engage and be connected to the local market to propagate their brand, network and grow the business .

However, expatriate CEOs and to some extent Nigerian CEOs of multi-nationals can distance themselves from the market and in so doing, deflect or reduce the occurrence of irrational requests from the general public.

Connecting the parent company with the domestic company through communication to facilitate understanding is a practice all CEOs of multi-nationals engage in. However, whereas personal credibility is key to the success of this interconnectedness for Nigerian CEOs, contacts and relationships and knowledge of the Group Office appear to be the key success factor for expatriate CEOs to establish a positive interconnectedness between the parent company /Head Office and the local office.

20.2.5 Improving the environment

There appear to be several negative contextual influences that make doing business in Nigeria particularly challenging. CEOs in Nigeria therefore engage in several individual and collective practices that had the singular objective of improving the environment in which business is done. 17 out of 28 CEOs said they engaged in one or more of these practices. These included the practices of **advocacy, legacy and stewardship**.

20.2.5.1 Advocacy – of greater significance to Nigerian CEOs of national companies

Advocacy involved primarily being part of industry associations and using the strength of industry platforms to influence government policy direction. The practice of advocacy was mentioned by eight out of 28 participating CEOs. Four out of these eight were Nigerian CEOs of national companies, indicating that the practice of advocacy had more significance for CEOs in this quadrant than any others. Nigerian CEOs of national companies that engaged in this practice were very committed to it and saw it as a very important responsibility and practice.

NN3: we need to influence government policy but we do that through the Nigeria Employees Consultative Association (NECA)

NN4: So I collapse my function as CEO into that of Chairman of Paint Manufacturing (in the Manufacturers Association of Nigeria, MAN). At every opportunity we see we drive it in to make sure government is aware that we can do far better than this.

The limited use of advocacy by expatriate CEOs (three out of 14) could be explained by one Nigerian CEO that commented that expatriate CEOs were *running operations* on a three to four year tour of duty basis and tended to delegate potentially long term advocacy matters to the Nigerian Chairman of the Board while Nigerian CEOs were *running businesses* in the

country for the long term and therefore had a responsibility to speak out and try to change practices and policy direction that could jeopardise their business. Nigerian CEOs of multi-national companies, though not on a tour of duty, could also be hampered from active advocacy by the positioning of the parent company. In one instance, a Nigerian CEO of a multi-national in a highly regulated industry said that he always evaluated his external advocacy actions against the impact on the parent company and would resolve any advocacy related issues in favour of the parent company.

The practice of advocacy appeared to be of more significance to Nigerian CEOs of national companies who take a longer term view of the market, have more at stake in the local market and are not hampered in speaking out against 'bad' practice by 'Head Office' views that may be at variance with advocacy issues.

20.2.5.2 Legacy – of more significance to Nigerian CEOs than expatriate CEOs

The practice of legacy describes the desire that CEOs have to do something enduring that impacts the industry. No expatriate CEO engaged in legacy practices but seven out of 14 Nigerian CEOs engaged in this practice. Legacy practices of Nigerian CEOs included influencing younger generations to wanting to aspire to be CEOs, individually contributing to their community because of a greater appreciation of poverty.

NN5: I also believe that whatever successes...the least you can do is put something of it back and do something enduring for society.

NMNC4: On the Fate Foundation end, on the advertising end I think for me it is more of giving back

20.2.5.3 Stewardship – expatriate CEOs have an institutional approach and Nigerian CEOs have an individual approach

Stewardship is defined as practices that govern the sense of responsibility a CEO feels in the light of the resources that have been placed at his disposal. Similar to the legacy theme, Nigerian CEOs referred to it in very personal terms

NN2: there is a sense of a stewardship obligation, in a sense of holding a torch for a generation of the future

NMNC3: so not letting the side down. That side being Nigerian employees

However, CEOs of multi-nationals appeared to have an institutional approach to the practice of stewardship . Stewardship focused on fulfilling a local expectation that the expertise of the international parent company would be leveraged for wider industry and country benefit not just competitive advantage for the company.

EMNC1: ...I think it heightens the sense of responsibility...there is an expectation that you will set the pace, set the benchmark.

NMNC1: the industry looks up to us to provide direction based on our experience, based on our international network and things like that.

The majority of CEOs demonstrated some activity directed at improving the business environment. However, the pattern of activity varied dramatically across quadrants and across the three practices associated with improving the environment.

In an environment that is characterised by uncertainty and inconsistency of government policy which in many instances jeopardise business growth and development, the need to improve the environment by those who have the loudest voices, the largest stake and a platform i.e. CEOs, could be argued as warranted. Advocacy tends to be long term in nature and is probably more likely to be done by organisations and individual stakeholders that have a long term stake in the environment even beyond their tenure as CEOs. Their advocacy activities can therefore be viewed with less suspicion than if it was being practised by an expatriate with a short term tour of duty or a Nigerian CEO who is looking after the interests of the multi-national company . It is therefore not surprising that Nigerian CEOs were very much involved in advocacy, legacy and stewardship practices both from an individual and institutional perspective while CEOs of multi-nationals through the leveraging of knowledge of the global organisations contributed to making their industry stronger, better and more informed primarily from an institutional perspective i.e. stewardship.

20.2.6 Diary Records

The extraction of CEO activities for seven continuous days around the previously identified 18 CEO practices is included in Appendix 9: Data extraction of diary study by CEO practice; and provides some useful observations.

- Firstly, all CEO diary entries could be placed in one of the 18 CEO practices identified through the analysis of interview transcripts, providing some validation for the completeness and robustness of the thematic analysis above.
- Secondly, while there were some practices that had no activity recorded in them this could be explained by the fact that the diary records were only over a seven-day period and could therefore not be completely representative of a CEO's activities. Notwithstanding the last statement, of some importance but difficult to validate, could be the observation that the diary study also seemed to reflect practices that were not prevalent in a CEO type or company type by an absence of any activity in the thematic area. For instance, in the analysis of the diary records of expatriate CEO of multi-national companies, no advocacy type related activity was recorded. The explanation for a lack of advocacy practices by expatriate CEOs of multi-nationals is given in Section 20.2.5.1.
- Finally, and probably the most important observation of this data extraction exercise is that there do not appear to be major differences in the activities of CEOs across quadrants even though the subsequent analysis of interview transcripts does identify important differences. This gives further support for the expressed notion earlier on in this doctoral study that what might be important in understanding the impact of contextual influences on CEO practices is not so much what a CEO does but how he/she does it and why he/she does it. The diary records clearly document what is done but the in-depth interviews provide some insight into how it is done and why it is done.

20.3 Influence of context on CEO practices

18 CEO practices have emerged from the analysis of the interview transcripts. The differences in the way that different types of CEOs engage in these practices have been documented above and some attempt has already been made to understand and interpret these differences. This study is researching the influence of three kinds of context on a CEO's practices (environmental context, CEO nationality status and company type) and a more

empirical attempt to understand the influence of these contexts on CEO practices now follows.

20.3.1 CEO practices influenced by the environment

CEOs across the four quadrants appear to be fairly well aligned in terms of their view of the environmental/external contextual influences that the Nigerian business environment presents and this has been documented in Section 20.1 above. Seven contextual influences (government influences on business, unfair competition, skills and talent management, social infrastructure, physical infrastructure, a large untapped market, policy implementation and regulation enforcement) were identified and these appear to prompt the need for the CEO practices of **strategic thinking, developing and leveraging a network, managing irrational requests and demonstrating presence.**

Government influence on business, poor physical infrastructure and weak policy implementation and regulatory enforcement all combine to create a fairly unstable and uncertain environment in which to do business. CEOs in Nigeria, while accepting that planning is necessary and do have plans, remarked that they spent too much time on operational issues caused by the unstable environment and not as much time as they should thinking strategically and planning for the business.

Having a business network and aggressively leveraging that network even in social settings to generate and consummate business opportunities has been deemed as much more important in this environment than in other more developed markets especially given the unfair competition and unwholesome competitive practices that were identified as contextual influences earlier. Expatriate and Nigerian CEOs alike then strive to have a wide, deep and influential network. Whilst Nigerian CEOs appear to have the upper hand here in the sense that they have had the opportunity to build these networks over many years, expatriate CEOs typically in country for three to four years realize that building a network is time consuming and as such, they leverage on the networks of their Nigerian top management team and board members to achieve their business development objectives.

A nation with high levels of poverty, corruption and a high power distance culture results in the view of an ‘exalted’ CEO and gives rise to irrational and unusual demands being made of CEOs. While a number of CEOs talked about ‘everybody wanting something’, Nigerian CEOs appeared particularly vulnerable to this practice, given their connectedness and engagement with the external stakeholder community which provides ample opportunity for

these requests to be made. They have therefore developed ways of managing these requests in a manner that does not jeopardise prior relationships in their all important network.

Stakeholders, customers, clients, government authorities and regulators demand to see the CEO regardless of the qualification and experience of other members of the organisation who can represent the organisation at the highest levels, and the nature of the matter to be discussed. CEOs in Nigeria project a sense of helplessness in this practice in that while they realise the benefits of a strong physical presence in the marketplace they still feel they spend a disproportionate amount of time in places where they really do not need to be and which has a negative impact on their effectiveness and productivity.

20.3.2 CEO practices influenced by company type

Two CEO practices in Nigeria appeared to be attributable to or explained by the type of company the CEO ran, namely **connecting the parent company and the domestic company** and **stewardship**. Expectedly, the practice of connecting with parent company was a practice that was limited to CEOs of multi-national companies albeit with differences amongst the Nigerian and expatriate CEOs. However, common to all CEOs of multi-nationals was the practice of constant communication to Head Office to ensure that key decision makers understood the real context of Nigeria and could take informed decisions that would benefit the local company. While expatriate CEOs leveraged their knowledge of Head Office to source resources for the local business and keep a line of communication going with the key decision makers at Head Office, Nigerian CEOs of multi-nationals tended to be veterans of the companies they ran (10 – 20 years tenure) and used this to build the credibility required to provide the comfort to head office that the business decisions taken locally were in the best interest of the company. CEOs of multi-nationals, based on the huge resources they had at their disposal courtesy of the multi-national, felt a stewardship obligation to improve the industry through the introduction of superior knowledge and skills to the local company and to the industry.

20.3.3 CEO practices influenced by CEO nationality status

Five practices of CEOs in Nigeria appear to be attributable to or explained by the nationality status of the CEO running the business namely **advocacy, legacy, engaging with external stakeholders and empowering the workforce**. An interest in the environment that they will live in even after retirement and a desire to give back to the community and raising the bar

for the industry in which they operate were sentiments expressed specifically by Nigerian CEOs and resulted specifically in the practices of advocacy and legacy. Expatriate CEOs to a large extent did not engage in these practices potentially due to the short term nature of their assignments and the precedence that Head Office interests naturally take over local company interests making local advocacy challenging. Nigerian CEOs in an effort to be connected to their community of stakeholders and their view of the importance of market visibility to business growth engaged much more in the practice of engaging with external stakeholders than their multi-national counterparts.

Expatriate CEOs in particular cited an apparent lack of willingness of senior executives in the organisations to be empowered to take decisions, be held accountable for those decisions and challenge the status quo. A plausible explanation given for this lack of empowerment by staff was the exalted position in which the CEO is held in this environment, implying that he/she is naturally expected to take all major decisions and then communicate to staff. As a result of the impact of this cultural practice on their productivity, expatriate CEOs placed particular emphasis on driving a culture of empowerment in the institutions that they ran.

20.3.4 CEO practices influenced by both CEO nationality status and company type

Four CEO practices were attributable to or explained by the combined effect of CEO nationality status and company type; **marketing, driving and sustaining culture, driving innovation, skills and talent development**. Nigerian CEOs of national companies saw marketing as a crucial part of their responsibilities and therefore had an ‘always on’ attitude in both social and business gatherings. They felt they represented the brand and unlike multi-nationals with strong household names, felt a strong desire to propagate the brand at every opportunity.

Nigerian CEOs of national companies were focussed on first of all establishing a culture for their companies and then living by example to institutionalise the culture. Expatriate CEOs of multi-nationals while assimilating local culture felt a need to introduce new cultural practices that went against country norms and practices but which in their opinion introduced efficiencies into the business.

The practice of driving innovation was engaged in by CEOs across all quadrants, albeit more prevalent in Nigerian CEOs of national companies. However, the definition of innovation varied across quadrants. Nigerian CEOs of national companies described innovation as meeting unmet demands in unique and creative ways. Nigerian CEOs of multi-national

companies described innovation as the leveraging of the Head Office expertise to drive competitive advantage in the local market. All CEOs felt that innovation and the practice of innovation was key and strategic. However, CEOs of national companies placed innovation very high on the list of things that they had to do to gain competitive advantage.

Skills and talent development was one of the CEO practices that was common across all quadrants, emphasising its importance. Viewing this within the context of a market with a short supply of skills and talent, it is therefore no wonder that CEOs in this market spend time recruiting, nurturing and retaining their staff. However, the commitment and the methods by which interventions were made to enhance the talent pool of the organisation appeared to depend on both the CEO nationality status and the type of company he/she was running. For instance, expatriate CEOs of multi-national companies appeared to emphasise offshore training and secondments to parent companies while Nigerian CEOs of national companies emphasised the process of growing and nurturing good people internally.

20.3.5 CEO practices that appear context neutral

No obvious differences were discovered in the practices of **execution management and monitoring, engaging the top management team, engaging the workforce, and environmental scanning** across CEO quadrants either from the perspective of environmental contextual influence, nationality status of the CEO or the type of company that he/she ran.

21.0 Discussion

The purpose of this section is to discuss how and in what way the findings address the research question(s) “What are the CEO practices that are perceived to be relevant in an emerging economy?” and specifically “What are the practices characteristic of CEOs in Nigeria as an example of an emerging economy?” and “Are there differences in individual CEO practices that vary with the CEO nationality status (expatriate or national) or the nature of the company (multinational or national) , that he/she runs. It will specifically cover what has been confirmed, what has been developed and what are the potentially new contributions arising from this study.

A review of carefully selected academic and non-academic literature in a previously conducted systematic review identified the internal context of the expatriate or national status of the CEO and the type of company that he/she ran (national or multi-national) as one that was overlooked in contextual studies of CEO practices and was therefore worth researching.

21.1 Summary of Findings

Semi-structured interviews with CEOs led to the discovery of seven contextual influences and eighteen practices that were deemed to be relevant for CEOs in Nigeria. In depth analysis of CEO interviews revealed that there were practices that were attributable to or explained by the external environment, practices that appeared to vary with whether the CEO was a Nigerian or an expatriate, practices that appeared to vary with the type of company (national or multi-national) and practices that appeared to vary with the combined interaction of the CEO nationality status and the kind of company that he/she ran.

The practices of strategic thinking, developing and leveraging the network, managing irrational requests and demonstrating presence were influenced by the environmental context of an emerging economy and also varied across CEO quadrants. The enactment of the practices of connecting the parent company and the domestic company and stewardship varied with company type (national or multi-national). The enactment of the practices of advocacy, legacy, engaging with external stakeholders and empowering the workforce varied with the CEO nationality status. The enactment of practices of marketing, driving and sustaining culture, driving innovation and skills and talent development varied with a combination of both the CEO nationality status and the company type. Finally the practices of execution management and monitoring, engaging the top management team, interacting with the workforce and environmental scanning appeared to be context insensitive or context neutral in that there seemed to be little or no variation in the way that these practices were enacted across the CEO quadrants.

The grouping of these practices into five themes that reflected the intent of the practices, i.e. why were CEOs engaging in them in the first place, also provided some additional insight. The five themes or intents that were identified were Strategic Management, Driving Growth, Engaging the Workforce, Managing the Environment and Improving the Business Environment. The themes of Strategic Management and Engaging the Workforce had the least variation across the CEO quadrant types in that practices that were engaged in to deliver the intent of these themes did not vary significantly between CEO quadrants. In the Strategic

Management theme only the practice of driving innovation varied and that was largely in terms of what CEOs defined as innovation. In the Engaging the Workforce theme the practices varied only in terms of the emphasis placed on them, with expatriate CEOs of multi-national companies placing a lot more emphasis on the practice of empowering the workforce than other CEO types. The key variation in the Driving Growth theme was in the way in which CEOs developed or utilised the all important network to create, develop and deliver on business opportunities that would deliver growth. Nigerian CEOs had a larger and richer network having schooled, lived and worked in the country for the better part of their lives and expatriate CEOs, recognising the limitations of whatever network they could build in the time that they had, leveraged on the networks of their Nigerian colleagues.

The theme of Managing the Environment had significant variation across the CEO quadrant types. These variations could be largely attributed to the CEOs view of the personal responsibility he/she had to project the brand, the exalted position that the general public placed on any individual in the CEO position borne out of Nigerian cultural norms and the levels of engagement with the community – business or otherwise. Nigerian CEOs of national companies saw value in the market place demands for visibility and physical presence in order to project awareness of their company brand despite the huge demands on their time. This visibility and access gave rise to irrational demands being made of them – irrational in the sense that they attributed far more authority and power to the CEO than was actually the case. Nigerian CEOs of multi-nationals, because of the relatively high awareness levels of the brands and companies that they represented, could afford to keep a lower profile but the mere fact that they were Nigerian CEOs and well connected to the business environment and the community meant that they were also subjected to irrational requests from the general public. Expatriate CEOs on the other hand, especially those of multi-nationals, with strong brands and limited access to and interaction with the community, found the need to be so visible an unjustifiable demand on their time and were very hardly ever subjected to irrational demands as they rarely engaged with those that could ask them.

The variations in the themes of Improving the Business Environment were seen in the approach that CEOs took to delivering this intent. Nigerian CEOs used both an individual approach of legacy building and stewardship and a collective and institutional approach of advocacy while expatriate CEOs engaged in a more institutional manner using the global reach and best practices of the multi-national they represented to improve the local business environment.

In summary, some CEO practices in Nigeria as an emerging economy are context neutral, some are influenced by or are as a result of the uncertain, complex and challenging conditions characteristic of an emerging economy and some vary with the CEO nationality status and the type of company he or she ran.

While this study provided useful empirical support for the relevance of these practices in that there was convergence amongst the CEOs as to the need to engage in them, it did not explore the effectiveness of these practices. CEOs, when asked how they thought the activities that they engaged in influenced or impacted business performance, found this question difficult to answer in isolation as they felt that business performance was impacted by much more than what they as CEOs did and how they did it. The effectiveness of relevant CEO practices could be established through a further study using more robust proxies such as financial performance, market share and share price when compared to competition or industry as a measure of superior business performance.

22.0 Contribution of Findings

More specific contributions of this study especially in the context of what is already known about CEO practices in emerging economies are discussed below.

22.1 CEO practices

In earlier studies four CEO practices of strategic leadership, environmental scanning, managing external stakeholder networks and managing the top management team were discovered to be CEO practices in that they were rarely delegated by the CEO. Empirical discovery that CEOs in Nigeria also engaged in these practices is a confirmation of the findings of these studies.

Hagen, Hassan and Amin (1998) in claiming that the primary responsibility for strategic leadership rests with the CEO and that this responsibility cannot be delegated, imply that strategic leadership is a CEO practice. 10 CEO practices in Nigeria align with Ireland and Hitt's (1999) definition of six components of strategic leadership appearing to further validate the claim that strategic leadership is a CEO practice. Table 27 Alignment of Ireland and Hitt (1999) strategic leadership components with CEO practices in Nigeria depicts this alignment .

Table 27 Alignment of Ireland and Hitt (1999) strategic leadership components with CEO practices in Nigeria

Component of Strategic Leadership	Aligned CEO practice in Nigeria
Determine Strategic Direction	Strategic Thinking Environmental scanning
Exploiting and maintaining core competencies	Driving innovation
Developing Human Capital	Interacting with the workforce Empowering the workforce Skills and talent development
Sustaining an effective corporate culture	Driving and sustaining culture
Emphasising ethical practices	Managing irrational requests
Establishing balanced organisational controls	Execution management and monitoring Connecting the parent company with the domestic company

These validations of strategic leadership as a CEO practice would suggest that all CEOs in Nigeria would engage in the practice of strategic leadership. However only eighteen out of twenty-eight CEOs said they engaged in strategic leadership practices, citing the significant challenges in the operational environment and the resultant need to spend more time on resolving operational issues as a major constraint to the engagement in this practice. A closer analysis of the aligned practices to occurrence across the CEO quadrants depicted in Table 28 Occurrence of CEO practices against strategic leadership components challenge this alignment.

Table 28 Occurrences of CEO practices against strategic leadership components

Component of strategic leadership	Aligned CEO practice in Nigeria	Nigerian CEO of national company	Nigerian CEO of multi-national company	Expatriate CEO of national company	Expatriate CEO of multi-national company
Determine strategic direction	Strategic thinking Environmental scanning	2 out of 7 3 out of 7	3 out of 7 2 out of 7	2 out of 7 0 out of 7	4 out of 7 3 out of 7
Exploiting and maintaining core competencies	Driving innovation	3 out of 7	1 out of 7	1 out of 7	1 out of 7
Developing human capital	Interacting with the workforce Engaging with the top management team Empowering the workforce Skills and talent development	4 out of 7 4 out of 7 1 out of 7 5 out of 7	5 out of 7 4 out of 7 3 out of 7 3 out of 7	6 out of 7 4 out of 7 None 5 out of 7	6 out of 7 5 out of 7 3 out of 7 7 out of 7
Sustaining an effective corporate culture	Driving and sustaining culture	3 out of 7	0 out of 7	1 out of 7	3 out of 7
Emphasising ethical practices	Managing irrational requests	3 out of 7	4 out of 7	4 out of 7	0 out of 7
Establishing balanced organisational controls	Execution management and monitoring Connecting the parent company with the domestic company	2 out of 7	1 out of 7 4 out of 7	2 out of 7 0 out of 7	3 out of 7 7 out of 7

For instance, it was discovered that expatriate CEOs of national companies had the least occurrence of practices aligned to the components of strategic leadership. This might be due to the circumstances in which they were hired - typically on contract to run a business on behalf of Nigerian owners who have the vision for the company but not necessarily the managerial skills required to run the company successfully. The expatriate CEO therefore has an operational view of the company while the owners or board of directors have the strategic

view of the company. In addition, the differences in the definition of driving innovation excluded some CEOs of multi-nationals from this practice as they did not feel they were innovating but merely leveraging group knowledge and best practice. These differences in CEO practices across the four quadrants question a blanket acceptance of Ireland and Hitt's model and argue for some refinement of the model in an emerging economy context.

Harrison and Pelletier (1997); Westphal, Bovie and Ching (2006); Noel (1989) and van der Merwe and van der Merwe (1985) argue that managing external stakeholder networks that include employees, shareholders, suppliers, creditors, governments, unions and local communities is an important practice for CEOs. In addition, Spencer et al (2008) found that this practice took on even greater importance in emerging economies, where information is not readily or publicly available and the government infrastructure is particularly slow and bureaucratic. In this study, while no direct reference was made to the paucity of publicly available information, expatriate and Nigerian CEOs remarked that they engaged with external stakeholders and various publics with a view to understand, appreciate and resolve business issues and quite importantly to develop market insights. However, Nigerian CEOs while appearing to appreciate the importance of external stakeholder networks more than their expatriate counterparts also used their extensive personal networks to develop market insights.

Five studies included in the systematic review argue that the CEO must take more than a passing interest in the interface and dynamics regarding his/her relationship and interaction with the top management team to deliver superior organisation results (Haleblian and Finkelstein, 1993; Hambrick, 1995; Peterson et al, 2003; Richardson et al, 2002; Kisfalvi and Pitcher, 2003).

In this study, interactions with the top management team in the form of formal meetings to discuss strategic issues and monitor and manage strategy execution to ad-hoc meetings to resolve pressing operational issues was found to be a common practice across all CEO types. In particular expatriate CEOs of multi-national companies interaction with their TMT included the leveraging of their (the TMTs) personal networks to improve business development activities at the CEO level.

22.2 Influence of emerging economy context on CEO practices

The synthesis of individual CEO perspectives of the challenges and opportunities in the Nigerian business environment, when compared to the taxonomy of the contextual

influences of an emerging economy developed earlier in the systematic review confirmed that Nigeria was a good example of an emerging economy. As such, the situation of a study of CEO practices in emerging economies in Nigeria is appropriate.

A number of studies in the emerging economies of China, India, Nigeria and Vietnam claimed that cultural norms, values and the country context impact and influence the practices of the CEO (Sawyer, 1994; Schermerhorn, 2000; Cheung and Chan, 2008; Spencer et al, 2008). The identification of practices such as developing and leveraging the network, managing irrational requests, demonstrating presence, advocacy or legacy that arose out of a response to certain characteristics of the Nigerian country context including the cultural dimension of a high power distance, poverty and the emergent nature of many businesses and industries has confirmed that CEO practices can be influenced by or attributed to external contextual influences and country context.

However this study has also demonstrated that CEO practices in an emerging economy are attributable to factors other than external contextual influences. Other contextual influences include the CEO nationality status and the company type.

23.0 Conclusions

The focus of my doctoral thesis of which this research study is a part is to seek to explore further what CEOs in emerging economies do or need to be able to do. The ultimate utility of this research is in informing the development of leadership development interventions that are aligned to delivering business leadership skills and competencies required to effectively engage in contextually relevant practices in an emerging economy context.

Eighteen practices that are thought to be relevant to CEOs in Nigeria based on their response to the external contextual influences of an emerging economy have been identified. Tempting as it may be to assume that CEOs running businesses in an emerging economy have homogeneous responses to these contextual influences, this study has empirically demonstrated that responses to contextual influences vary with the organisational context of multi-national and national companies and whether the CEO is a national or an expatriate. In the strategic management theme Nigerian CEOs of national companies place particular emphasis on the need to introduce 'new' things to the local market – innovation by whatever definition - as strategic and necessary to stay ahead of the competition. CEOs of multi-

nationals don't see themselves as innovators but more as channels of best practices and proven products to the local market. Nigerian CEOs, being more influenced by the hierarchical power distance culture and the exalted position of the CEO, generally do not emphasise the empowerment of the workforce in order to reduce cultural demands on their visibility and presence in the market place. They view visibility and presence as a demonstration of their commitment to the company and a key responsibility of their role as CEO. Expatriate CEOs see the requirements for visibility and presence as negatively impacting on their productivity and are more inclined to place more emphasis on developing empowering their staff in order to reduce the external demands on their time and allow them to spend more time on what they believe are the more important roles of the CEO e.g. strategic thinking and planning. CEOs are agreed on the central role that a wide social and business network plays in driving business growth in an emerging economy such as Nigeria. Nigerian CEOs are at an advantage when it comes to having a useful network and leveraging that network extensively. But as far as expatriate CEOs are concerned Nigerian CEOs still spend an inordinate amount of time extending that network resulting in the 'always on' mentality of the Nigerian CEO – the intermingling of both social and business interactions in an effort to expand and deepen the network. Expatriate and Nigerian CEOs alike are involved in improving the business environment but Nigerian CEOs see this as a personal, legacy type commitment as well as a collective responsibility with all industry players. Multi-national companies have a sense of responsibility and stewardship to give back to the local community in terms of best practices that benefit the entire industry not just the local company.

The attribution of a number of these practices to the influences of the environmental context of an emerging economy, which include national culture supports/ re-inforces an important competency of adaptive leaders - demonstrating cultural competence by understanding culture and how it shapes the way we do things.

The identified differences and variances in CEO practices across quadrants question the relevance of a universal prescription for CEO practices, the basis upon which contingency theories of leadership have been advanced. They also provide suggestions that could improve the effectiveness of CEOs in Nigeria.

CEOs in Nigeria, regardless of nationality, could benefit from an awareness of the strong contextual influences that the external/macro environment presents and how these influences

impact what they do and how they do it. The practices of strategic thinking, developing and leveraging the network, managing irrational requests and demonstrating presence appear to be particularly influenced by the external environment and CEOs in Nigeria could consider engagement in these practices to manage these influences.

The vulnerability of CEOs in Nigeria in general and Nigerian CEOs in particular to irrational requests, due to the cultural expectation of an 'exalted CEO' that can do all things, could be managed through institutional measures, such as defined practices and policies that even the CEO is unable to circumvent.

Expatriate CEOs could benefit from an increased awareness of the cultural norms of the country in which they are operating and again recognise the additional practices they may need to engage in such as demonstrating presence, developing and leveraging networks to respond to these cultural norms in an appropriate manner. However, as demonstrated in this study, they could consider engaging in activities that are acceptable in their 'home cultures' but go against the cultural norms of the country in which they are operating if these activities could eliminate or reduce accepted inefficiencies and generally improve the business environment – for instance, empowering senior executives and demanding results and accountability in an environment where the CEO is exalted and revered.

While CEOs in Nigeria recognise the importance of nurturing and expanding business and personal relationships, the cultural expectation of visibility and presence of the CEO, and the significant amount of time engagement in these practices require, they also acknowledge the negative impact of these practices on CEO productivity. Nigerian CEOs in particular, who tend to accede to these expectations more readily than their expatriate counterparts, could begin to deliberately emulate expatriate CEOs and empower senior executives or direct reports to take on some of these roles so that they can focus on practices such as strategic thinking that have been acknowledged as CEO practices that are rarely delegated but difficult to engage in in uncertain environments

Multi-national companies can benefit from the 'on the ground' experience and local knowledge of the operating environment that their CEOs, whether Nigerian or expatriate, have and use this experience and knowledge to arrive at more informed decisions regarding

appropriate and relevant approaches to doing business successfully in the host country that also further the objectives of the parent company.

In emerging economies like Nigeria where building a network of strong business and personal relationships over time appears to be an antecedent to business success, multinational companies could consider a review of short posting tenures of expatriate CEOs (two to three years) that do not give enough time to build mutually beneficial business and personal relationships.

In view of the uncertain business environment and the seeming policy inconsistency of government, CEOs in Nigeria, but again more specifically Nigerian CEOs could actively engage in practices such as stewardship, advocacy and legacy building and also deploy institutional resources to improve the business environment.

The implication of the above suggestions to improving CEO effectiveness and in turn business performance is that the development of business leaders in Nigeria could marry beneficial contextual and cultural practices while introducing new concepts and interventions that will deliver more effective and sustainable business leadership and business performance.

23.2 Further research and questions

This research study has provided increased understanding of CEO practices in Nigeria, a good example of an emerging economy. It has also demonstrated how these practices vary with macro, meso and micro contextual influences. These findings also suggest a number of potentially productive research avenues.

The generalisability of this research is limited by the purposive sampling approach that has been taken which limited the sample to 28 CEOs. Broader sampling through the application of different criteria for company selection would have included a wider diversification of CEOs and companies and provided a more robust empirical basis for conclusions to be drawn. Other studies cited in this research study have had samples as large as 125 CEOs.

Further inquiry that would be more relevant to the utility of this research, which is to enhance the relevance of business leadership development in an emerging economy context,

would be the examination of leadership development awareness and interventions in Nigerian businesses.

This could be in the form of an inquiry into the current leadership development interventions in Nigeria, the extent of their alignment to the development of skills and competencies required to enact the newly discovered eighteen practices, which could then establish whether business leaders in Nigeria are being appropriately prepared to be effective in the context in which they find themselves.

Potential research questions that could be asked are therefore:

1. What leadership development experiences and interventions have existing CEOs undergone that are relevant to these eighteen practices?
2. Do potential business leaders/aspiring CEOs have an awareness of these practices and to what extent do these practices support or align with their individual needs and aspirations?
3. Do HR and Training and Development functions have an awareness of these practices and to what extent are they covering them in leadership development programmes?
4. To what extent are potential/aspiring expatriate CEOs aware of and prepared for the influence of the cultural norms and expectations of an emerging economy on their activities and responsibilities prior to deployment by head office or taking up employment?
5. To what extent are potential/aspiring Nigerian CEOs aware of and prepared for the influence of the cultural norms and expectations of an emerging economy on the practices of a CEO running a multi-national or domestic company?

Given that my interest is in the development of business leaders in Nigeria, I shall be pursuing further research in the area of question 3 which is specifically focussed on the discovery of the relevance of leadership development programmes in Nigeria.

SCHOOL OF MANAGEMENT

DBA THESIS

PROJECT 3

OMOBOLA JOHNSON

An exploratory study of CEO practices in an emerging economy

Supervisor: Dr Catherine Bailey

January 2012

PROJECT 3 – AN EMPIRICAL STUDY OF LEADERSHIP DEVELOPMENT ACTIVITIES AND METHODS IN NIGERIA

24.0 Introduction

An empirical study of CEO practices in Nigeria (a good example of an emerging economy) identified 18 practices that CEOs perceived to be relevant. Of these eighteen, fourteen could be attributable to or explained by a combination of the specific contextual factors of an emerging economy, the internal context of the organisation i.e. the company type (national or multi-national) and whether the CEO was an expatriate or a Nigerian. These contextual factors resulted in some differences in how CEOs engaged in these practices.

Having identified the relevant practices of CEOs in Nigeria that could be attributable to or explained by context, the utility of this research which is ultimately to inform leadership development interventions and programmes in an emerging economy can now be explored.

Assuming that the process of developing CEOs commences well before the assumption of the position or office, this concluding project of my doctoral research program seeks to understand how the knowledge of differences in CEO practices can best be used to inform contextually appropriate senior executive leadership development.

Section 25 of this research report contains a review of literature in the field of leadership development and leader development that provides an appropriate positioning for this research study. In the light of this positioning, Section 26 highlights the research objectives and specifically the questions that this study is seeking to answer. Section 27 is a detailed description of the design of the research study and includes a description of the survey instrument employed in data gathering. Section 28 describes how responses were analysed to answer the specific research questions while section 29 is a presentation of the analysis of the findings from the survey responses. Section 30 contains a discussion of the implications of these findings while section 31 presents the conclusions of this third and final research study .

25.0 Leadership Development Literature Review

The purpose of this literature review was to provide an appropriate positioning for the research. Search strings were constructed from the key words of leadership development, context, contextual leadership development and Nigeria and applied to ABI/Inform, BSCO,

Science Direct (Elsevier) databases.. Further literature was then identified by reviewing the reference lists of the academic papers that the search string yielded. The academic papers and other literature that was found was reviewed with the following objectives in mind:

- Identify key theories, concepts and ideas so as to understand the state of the field.
- Understand the major issues and debates around leadership development so as to position the study and its contribution in relation to these
- Establish current and espoused best practice so as to inform and enrich the design of the survey questionnaires and other data gathering methods that I intend to employ to gather empirical data on leadership development practices
- Locate previous studies of leadership development practices in emerging economies to ensure value adding contribution.

25.1 The case for Leadership Development

Researchers in the field of leadership have consistently argued that leadership matters to an organisation's effectiveness and that effective leadership is central to an organisation's success (Hernez-Broome and Hughes, 2004). Dalakoura (2010) posits that a rapidly changing, uncertain and increasingly complex external environment, the advent of technology that decentralises decision making and the expectation of subordinates to have interpersonally competent leaders are all contributory factors to the need for exceptional leadership at all levels. Furthermore a recent survey from the UK's Chartered Institute for Personnel Development found that developing leadership skills is a number one priority in order to meet future business objectives and that leadership development activities are seen as a catalyst to the achievement of future organisational change (Hayward, 2011). Identifying, attracting, developing and retaining good leaders amongst businesses and practitioners has not only become of much more strategic importance than before but is also being seen as an important source of competitive advantage (Lagace, 2006; Leskiw and Singh, 2007; Derven and Frappolli, 2011). The importance of developing leaders has been recognized in a number of ways including conferences on leadership, the establishment of leadership institutes, universities offering leadership development programmes and major organisations investing substantial sums in in-house leadership development programmes (Cacioppe, 1998; Doh, 2003).

These leadership development programmes and interventions are based upon the premise that leadership can be taught and learned. However, as interest in leadership development grew, so also did the arguments and debates as to whether leadership could be taught or learned or whether it was an inherent trait. Whilst agreeing that factors such as genetics, family and school environment shape the extent to which an individual can become a leader, Conger (2004) also argues that organisations and individuals can directly influence the quality and quantity of their leadership. This argument is supported by an enhanced understanding of educational and development psychology that has helped to unravel the myth that leadership cannot be taught (Strategic Direction, 2008). In seeking some clarity to this leadership development debate, Doh (2003) posed the question of whether leadership could be taught and learned to a group of renowned management educators. While the fine points of their responses may have differed, there was consensus that some aspects of leadership such as leadership skills and perspectives can be taught and learned but other aspects such as genetic traits and dispositional characteristics e.g. ambition and risk taking, which are a product of life experiences and family, required for effective leadership, cannot be taught.

Solansky (2010) summarises this debate by acknowledging that leadership performance can be ***enhanced*** through formal leadership programmes and that leaders are born ***and*** made.

25.2 From Leader Development to Leadership Development

In further seeking to understand the concepts and ideas around leadership development, researchers have sought to clarify the differences between individual leader development and leadership development. The Handbook of Leadership Development (2004) defines leader development as the expansion of a person's capacity to be effective in leadership roles and processes. Leader development in organisations has therefore focused on developing individual based knowledge, skills and abilities and can therefore be seen as a direct investment in human capital (Day, 2000). The increasing complexity of today's challenges has informed definitions of leadership moving away from the dominance of an individual leader that has all the answers to challenges and problems to a process that engenders and that is a result of relationships that focus on the interactions of both leaders and collaborators (Pernick, 2001; Hernez-Broome and Hughes, 2004). This new thinking on leadership is aptly captured in the Handbook of Leadership Development (2004, p.19) as follows:

‘organisational leadership capacity is enhanced when the executive team is able to enact leadership effectively as a unit; when interdependent groups can identify an emerging organisational problem and pull together to deal with it; when leaders and group members in various parts of the organisation readily connect with each other about interdependent work, shared challenges or shared expertise and when individuals and groups engage in dialogue with one another rather than act in isolation.’

These new definitions and perspectives of leadership would on the surface appear to de-emphasise or even dismiss research studies such as Day and Lord (1988); Thomas (1988) and Mackey (2008) that argue that the impact of individual CEOs on firm performance is significant or even this particular thesis that is focussed specifically on the leadership practices of CEOs. However, Dalakoura (2010) is quick to point out that leadership development should not diminish the importance of leader development.

“Both leader development and leadership development are necessary in a systemic attempt to increase leadership effectiveness in an organization. As such, both leader and leadership development should be integrated in a new leadership perspective that will be in alignment with the broader goals and strategy of the organisation.” page 433

In the light of this, an empirical study of CEO practices in Nigeria that includes how these practices could be developed could be viewed as being contributory to the improvement of leadership effectiveness and in turn the business performance of companies in Nigeria.

25.3 Leadership development methods, practices and activities

Doh (2003) claims that knowledge of leadership can be transmitted through either formal training or more often through life experience of development. A review of leadership development literature resulted in the development of a typology of leadership development methods, practices and activities and would appear to support the views of Doh (2003). Leadership development programmes are now being delivered through a mix of classroom based and context based methods which can be classified as follows:

- a) Cognitive, knowledge based
- b) Learning through others

- c) On the job experience
- d) Simulated experience
- e) Behavioural feedback
- f) Experiential learning outside the job
- g) Learning through teaching

The practical applications and best practice examples of these methods and expected outcomes for leaders are included in Table 29, Typology of Leadership Development Methods below.

Table 29 Typology of leadership development methods

Leadership Development Method	An example of the Developmental Activity type.	Description	Expected Outcomes
Cognitive/Knowledge Based	Classroom training	Classroom training and formal learning approaches with key learning points	Technical skill, knowledge and expertise to perform work(Pernick ,2001).
On the job experience	Job assignments	Stretch job assignments (sometimes early in the career of the employee) that are matched to the individual's assessed developmental needs (Hernez-Broome and Hughes, 2004; Ready, Hill and Conger, 2008).	Gain valuable global and holistic perspective of the organization. Sharing of best practices (Schwartz ,2011).
	Job Rotation	Committee assignments, cross-organisational councils, lateral transfers across disciplines, divisions and geographies . (Leskiw and Singh, 2007; Cacioppe, 1998.	Exposure and appreciation for different perspectives (staff vs. management, local vs. international). A broader perspective of the organization (Leskiw and Singh, 2007).

Leadership Development Method	An example of the Developmental Activity type.	Description	Expected Outcomes
	Action learning	Continuous process of learning and reflection supported by colleagues with a corresponding emphasis on getting things done. Simulations/case studies based on real life issues, actual or past business decisions and scenarios. Participants work in groups, decide how they would handle and present to senior executive team. Include individual and group reflection for maximum effect (Day , 2000).	Fosters accountability for implementation. Expand perspective on how the business operates (Fulmer, Stumpf and Bleak, 2009). Provides opportunity to interact with executive management. Immediately transferable to the job at hand. Tackle real time organizational problems with concrete results (Day, 2000). Develop strategic thinking (Doh, 2003).
	Team building	Team examines current performance in certain areas in comparison with ideal high performing team. Team reviews and finds more effective ways of working. Team works together to solve a problem or create a product or complete a workplace project over a number of months (Cacioppe, 1998; Leskiw and Singh, 2007).	Committed employees . (Leskiw and Singh, 2007). Improvement in work group effectiveness and job satisfaction (Day, 2000).
	Individual development plans	HR and executives actively participating to develop an action plan for an individual – skills to leverage, areas to improve upon (Gupta and Wasylyshn, 2009). Follow up meetings to measure progress and consider next assignments/roles (Handbook of Leadership Development, 2004; Conger, 2004).	A ‘customised’ Leadership Development Programme (LDP) that includes relevant experiences and developmental targets (Handbook of Leadership Development, 2004).
Learning through others	Mentors	Getting participants to improve as leaders and understand strengths and weaknesses by opening up to a mentor’s advise and expertise (Solansky, 2010). Committed, long term relationship where a seasoned, experienced person supports the development of a more junior person or novice (Hernez-Broome and Hughes, 2004).	Correct specific gaps in competencies, transfer of values and direct exposure to years of knowledge and experience (Fulmer et al, 2009).

Leadership Development Method	An example of the Developmental Activity type.	Description	Expected Outcomes
	Networking	Formal interactions of peer groups to share mutual challenges and opportunities (Day, 2000; Denver and Frapolli, 2011).	Developing leaders beyond knowing what and how to knowing who (Derven and Frappolli 2011). Exposure to other people's thinking to challenge assumptions about leader knowledge . Increased innovation and problem solving capacity. Enhanced social capital (Day 2000).
Behavioural feedback and awareness raising	Executive coaching	Goal focused one on one learning to address specific needs. Fulmer et al (2009) . Peer coaching has also been employed to leverage complementary skills leaders have allowing them to learn from one another. (Bristol myers squibb case)	Counsel and advice for potential future situations , improved individual performance (Fulmer et al, 2009).
	Assessment centres	Puts candidates through several days of intensive activities that evaluate planning, organizing, decision making and leadership ability (Leskiw and Singh, 2007).	Identification of high potential leaders (Leskiw and Singh, 2007). Multi-faceted portrait of individual's leadership style and potential (Pernick, 2001).
	360 degree feedback	Assessment surveys of an individual's competencies by peers, superiors and subordinates and participants (Cacioppe, 1998; Day, 2000).	Deepening self awareness about the impact of the leader's behaviour on others. Basis for setting developmental goals and potential behavioural change (Solansky, 2010). Benchmark individual's current capacities in leadership (Doh, 2003).
Experiential learning outside the job	Community involvement	Serving on the Board of Directors of a non-profit organization or participation in community based non profit organisations (Pollit 2009).	Develop community links. Practice and develop essential leadership skills of teambuilding. Exposure to different perspectives Strategic Direction, 2008; Pollit, 2009).

Leadership Development Method	An example of the Developmental Activity type.	Description	Expected Outcomes
Learning through teaching (Leaders developing Leaders)	Teaching	CEOs and senior executives teaching and sharing from/passing their experiences through “teachable points of view”(Tichy and DeRose, 2010).	Observing and learning from role models, people who have been through it. Skills, knowledge and insight of leaders developed (Cacioppe, 1998). Creates a cohesive set of values and strategies. Encourages leaders to step-out of traditional command and control roles and tap brainpower and energy (Tichy and DeRose, 2010.). Commitment of organization to leadership development. Integrate and link senior leaders to middle management.

What is evident from Table 29 above is the importance of context in leadership development. A substantial number of the best practice or practical applications of the typology involve individual leaders learning in the internal context of the organisation or the external context of the environment in which they operate.

25.4 Creating/Designing leadership development programmes

Despite the seemingly strong case for leadership development and the apparent structure of methods as demonstrated in the typology above, the approaches of organisations to leadership development have been described as ‘haphazard’ and surprisingly few organisations have successful development programmes that actively grow organisational leaders (Leskiw and Singh, 2007; Fulmer et al, 2009. Bailey and Clarke (2006) in a research study on the state of business leadership development in the UK revealed that business leadership development is unfocussed, diffused, poorly evaluated and poorly aligned to business needs. Several approaches which have been sometimes defined as ‘best practices’ are now being put forward to guide the creation and design of leadership development programmes. Leskiw and Singh (2007) have defined best practices as a method or practice that has resulted in positive outcomes for the organisation and is recognised by independent analysts as contributing to

the organisation's performance. It should be noted that 'best practices' are therefore derived within organisational context but the best practices listed here are those that appear to have some commonality across industries, countries and the competitive situation of the organisation. Best practices for the design of leadership development programmes identified in this literature review include:

- Align leadership training/education with business strategy i.e. derive leadership competencies that need to be developed for current and future leaders and the objectives of a leadership development program directly from the organisation's vision, mission statement, corporate strategy, goals, business objectives, strategic internal and external issues facing the organization and culture. This derivation provides a clear understanding of specifically what leadership means for the organization and what a successful leader would look like (Cacioppe, 1998; Hernez-Broome and Hughes, 2004; Leskiw and Singh, 2007; Dalakoura, 2010; Fulmer et al, 2009; Gupta and Wasylyshyn, 2009; Schwartz, 2011).
- Establish gaps in current leadership stock based on a comparison between current leadership skills and competencies and identified elements of effective leadership prior to commencing a leadership development programme (Leskiw and Singh, 2007; Derven and Frapolli 2011).
- Design and adapt the delivery of LDP objectives through an appropriate mix of methods and activities (Cacioppe, 1998; Fulmer et al, 2009; Derven and Frappolli, 2011; Schwartz, 2011).
- Align and link Human Resource systems (recruitment, rewards, performance management, career management, succession planning) to the LDP goals and objectives to ensure that leadership development is embedded in the organization (. Cacioppe, 1998; Fulmer et al, 2009; Dalakoura, 2010).
- Demonstrate visible organizational commitment to the leadership development programme through the involvement of senior executives in the provision of input and guidance to program design and time commitments to teaching, coaching and mentoring assignments (Conger, 2004; Fulmer et al, 2009); Gupta and Wasylyshn, 2009; Solansky, 2010; Derven and Frappolli, 2011).
- Combine external and internal resources to deliver program content and provide participants the opportunity to compare the company way to other ways (Leskiw and Singh, 2007; Fulmer et al, 2009).

- Evaluate the impact or effectiveness of the LDP within the context of the LDP objectives (Conger 2004; Leskiw and Singh, 2007).

Best practices in the creation of leadership development programmes appear to be well known and well documented but the current state of leadership development programmes evident from commentary of academics suggests that due cognizance is not being taken of these best practices.

25.5 Leadership Development in Context

There appears to be a growing recognition that leadership development and leader development is now more about providing opportunities for people to learn from their work rather than taking them away from their work to learn (Dalakoura, 2010). In other words the leader development process should be embedded in the business context in which leaders operate. In fact many managers confide that classroom training or formal education that does not take account of context has had relatively little impact on their acquisition of leadership skills (Conger, 2004). The Handbook of Leadership Development (2004) goes on to argue that the organisational benefit from individual leader development cannot be maximised unless the development system is embedded in the context of the organisation. Classroom teaching is best for helping to develop familiarity with attributes or characteristics that have been associated with leadership but leadership skills are best acquired as part of a practical experiential education programme (Doh, 2003). Furthermore Dalakoura (2010) postulates that the successful integration of leadership development programmes into everyday organisational practices is a critical success factor to leadership development at all levels. Consequently, classroom based leadership training is now being complemented by a diverse range of developmental activities and experiences that are conducted within the work context.

It would appear that the context that many researchers refer to is the organisational context or business context – defined as the strategic direction or business strategy of the organisation from which leadership competencies and subsequently leadership development programmes are derived. However, empirical research conducted as part of this doctoral study reveals that environmental/external context also has an impact on leadership practices and as such the impact or influence of this external context must be considered in leader or leadership development programmes. It is understood and it could be argued that because business strategies have already taken the environmental context into consideration, the leader

development process could already be seen as being embedded in the environmental context. However, the fact that business strategy and business response to the external environment differs from company to company could provide a stronger argument for isolating the impact of these generic external environment influences on leadership practices and the implications therein for leadership development.

25.6 The audience for context based leadership development

Despite the case that has been built for embedding leadership development in the context of the organisation, opportunities for context based leadership development such as stretch assignments are limited in number and can therefore not be extended to all executives. In addition some jobs are just too strategic and important and the risk of failure too great that they cannot be used for developmental assignments. The Handbook of Leadership Development (2004).

As a result of this, context based leadership development has now tended to focus on a smaller group of identified high potential leaders – in many instances those that will be eligible for “C” level positions in the future. Therefore understanding CEO practices, especially those influenced by context and deriving leadership development activities from this could be a useful input into the development of leadership development programmes focussed on high potential leaders.

25.7 Leadership Development in emerging economies

Ready, Hill and Conger’s (2008) study of talent management in emerging economies discovered that while there were surpluses of skills at entry level, there were obvious deficits at the middle management and senior leadership levels. While primarily focused on talent management and not leadership development, this study importantly highlighted the differences in the context of emerging and developed economies and how this influences not only how talent is nurtured but *how future leaders are developed*.

Unfortunately, academic literature on leadership development in emerging economies to examine these claims further is sparse. Magner (2008) provides one of the few examples of leadership development research in an emerging economy through an empirical study that supports the findings of Ready et al (2008). The evaluation of a successful leadership

programme in South Africa showed that out of classroom, experiential learning contributed to an individual's leadership development through an understanding of the broader issues affecting the organisation and society, how to work in diverse environments and how to build trust across networks.

Esu and Inyang (2010) observe that business leadership in Nigerian organisations is a major problem and is characterised by poor organisational performance, bad attitude to work, inefficiency and corruption. They go further to state that the quality of business leadership in the workplace is influenced by culture. These observations point to Bolden and Kirk (2009) advising against the implementation of universalistic models of leadership development in Africa because of the influence of the cultural context and ethical orientation.

The limited academic literature on leadership development in emerging economies appear to:

- advocate the need to develop leaders within the context in which they operate i.e. outside of the context neutral classroom environment and
- advise against the implementation of universal models of leadership development.

25.8 Conclusions from literature review and positioning the research study

There is substantial evidence that leadership development is of great importance to organisations in today's complex and ever changing world. Moreover, practitioners and academics alike accept that leadership capacity is a key competitive advantage. Fortunately, researchers in the field of leadership development and management educators are largely agreed that despite the need for some generic traits for effective leadership, leadership can be taught and learned. New definitions of leadership as a social interaction and collaboration between leaders and followers has largely influenced recent approaches to leadership development. As with contingency theories of leadership that argue that the context in which leadership is enacted influences leadership practices and effectiveness, this social and collaborative definition of leadership implies that leadership must be developed in a contextually relevant manner. This new thinking has led to the deployment of integrated leadership development programmes. They are integrated in the sense that practices and methods for leadership development combine generic classroom training methods that teach leaders knowledge and skills required for leadership with experiential and action learning methods that put potential leaders in situations or contexts of relevance to them where they

can learn important leadership lessons. However in most of the studies examined in this literature review the external context was subsumed in the overall business context and leader and leadership requirements derived therefrom.

The sparse research on leadership development in emerging economies advocate the need to take cognisance of the external environment and national culture in leadership development programmes.

This research project is therefore positioned to contribute to the understanding of leadership development for executive level in emerging economies through the deliberate consideration of CEO practices that are seen as particularly relevant to the environmental context of an emerging economy and the organisational context of companies present in Nigeria, a good example of an emerging economy.

26.0 Research Objectives

Project 2 of this doctoral research study was an empirical study of CEOs in Nigeria which sought to discover the contextually influenced leadership practices that they employed. Eighteen practices were identified, fourteen of which could be explained by or attributable to the external contextual influences and the organisational context of the CEO. In line with the leadership development design best practice of making leadership development programmes relevant to the business context it could be argued that leadership development for managers aspiring to this level in Nigeria should be aligned to addressing these eighteen relevant practices. However as these eighteen practices were revealed through a social constructivist perspective where only the CEOs views were sought, it is important in the first instance to ascertain the congruency between these and HR's (as the usual custodians of leadership development tools) understanding and awareness of these executive leadership practices as reflected in existing leadership competence inventories and the method or practice used to equip their senior leadership pool with the skills and competence required to engage in this practice. The results of this inquiry would then provide a more robust platform for the development of a way forward for leadership development practice for senior business leadership roles in Nigeria.

The question that this research study is seeking to answer is therefore

“Do HR and Training and Development functions have an awareness of contextually influenced business leadership practices and to what extent are these practices being covered in leadership development programmes?”

This overarching question has been broken down into four questions as follows:

1. To what extent are contextually influenced senior executive leadership practices included in the senior leadership competency inventory of organisations in Nigeria?

(to ascertain the extent to which HR executives are aware of contextually influenced practices earlier cited by CEOs in Nigeria)

2. What are the developmental activities present in existing business leadership development programmes in Nigeria?

(to ascertain the inclusion or otherwise of context based leadership development methods and activities in business leadership development programmes in Nigeria)

3. To what extent are these distinctive leadership practices purposefully addressed through development?

(to understand/appreciate the efforts that are being made to address these contextually influenced practices through leadership development activities)

4. How best can the knowledge of differences in CEO practices identified through Project 2 be translated into the developmental activities of business leadership development programmes?

(to ascertain the alignment between awareness of contextually influenced business leadership practices and business leader development that takes that context into account)

27.0 Research Design and Approach

A self report, forced response survey was administered to a selected sample of HR Executives from the same organisations that participated in Project 2 to assess the extent of their awareness and importance attached to those leadership practices that can be attributable to or explained by the influences of an emerging economy and other contextual factors. In addition, this survey sought to gain insight into what these organisations in Nigeria are doing to equip their senior leadership pool with the leadership competencies that they deem are most critical to their organisational success.

27.1 Survey Instrument Design

To address question 1 – To what extent are contextually influenced senior executive leadership practices included in the senior leadership competency inventory of organisations in Nigeria? - survey participants were provided with a list of the eighteen relevant practices of CEOs in Nigeria and asked to indicate whether each was included in their leadership competence inventory and their perception of how critical they were to organisational success. To avoid and manage varied interpretations of the listed practices (e.g. driving innovation or stewardship, at the highest levels) and as a reliability check on the selected practices, survey participants were also asked to submit their leadership competence inventories prior to completing the survey. Their survey responses were then validated against this internal inventory for reliability. An email request for the leadership competence inventory of all participating organisations was sent, with the response being the ‘trigger’ for emailing the survey questionnaire to the HR Executive. Submissions received revealed that the interpretation concerns would not be addressed by this measure as there was a high degree of variation in the depth and level of detail provided in the leadership competence inventories making comparisons for validity difficult. Appendix 12 Sample of leadership competence inventories contains a sample of the leadership competence inventories received and illustrates the differences.

In the light of the above, potential misinterpretation was reduced by providing survey participants with a comprehensive but auditable list of leadership practices derived from the systematic review in project 1 and the empirical research in project 2. Relevant CEO practices identified in project 2 were decomposed to the lowest level of detail. For instance, the practice that had been summarised as ‘Driving innovation’ was decomposed into the two

component practices (identified during interviews) of ‘Re-inventing and doing things differently’ and ‘Learning and growing to take advantage of market opportunities and staying ahead of competition’. In this way, 27 leadership practices were identified from the empirical study and 37 extracted from literature in the systematic review, giving a total of 64 leadership practices to be included in the survey. This comprehensive list served two purposes; Firstly, the level of detail in the inventory reduced the ambiguity and opportunity for different interpretations and understanding of the same leadership practice across participants. Secondly, participants were unaware of which practices had been identified by CEOs in Nigeria as being particularly relevant. They were asked to indicate which practices were included in their leadership competence inventory and how critical they thought they were to long term sustainable growth of their business. Degrees of criticality were placed on a three-point Likert scale with 3 being critically important, 2 being important and 1 being not important.

Having addressed the extent to which leadership practices were included in their senior leadership competence inventory in part A of the survey instrument, part B sought to address questions 2 and 3 of this survey – “What are the developmental activities present in existing leadership development programmes in Nigeria?” and “To what extent are these distinctive leadership practices purposefully addressed through development?” Survey respondents were simply asked to select which of the leadership methods in the earlier developed typology (see Table 29 Typology of leadership development methods, above) they employed to develop each leadership practice that was included in their leadership competence inventory. Utilising this forced response facilitated subsequent analysis.

The survey instrument is included in Appendix 13.

To be useful for analysis a survey questionnaire must be tested for validity and reliability to ensure that it measures what it is supposed to measure and can be used repeatedly with the same or similar results. Two tests have been employed to ascertain the validity and reliability of the survey instrument.

27.1.1 Content Validity

Content validity seeks to establish that items in the self report questionnaire relate to the construct being measured (Field and Hole, 2006). In this instance the construct that is being

measured is CEO leadership practices. Given that items in the survey are directly derived from academic and empirical research on CEO leadership practices there is a clear relationship between the construct that is being measured and the items in the survey. The survey can therefore be said to have content validity.

27.1.2 Response Reliability

Response reliability is defined as the ability of the measure to produce the same results when applied repeatedly under the same conditions. Each leadership practice item, a measure in the survey questionnaire, was presented at its lowest level of detail to reduce varied interpretations by different respondents. Designing the questionnaire as a forced choice instrument and therefore limiting the response options available to the survey respondent increases the response reliability.

27.2 Data Sampling

To limit sources of variance in this further study which explicitly recognises the contextual sensitivity of at least some leadership practices, participation for this study was confined to those companies that had participated in Project 2. HR/Training and Development executives of the 28 companies that participated in the CEO research study were asked to respond to the survey. A justification of the sample size (28) and the companies selected for participation in this study is included in the report of the findings of project 2 (section 17.3) and is therefore not covered in detail here.

27.3 Data Collection

All 28 CEOs that participated in project 2 were sent a summary presentation of the findings of the research. The email described how these findings were to be used in my continuing doctoral research program and CEOs were then asked if they would be amenable to their organisation's continued participation in the research studies. If they were, they were asked to put me in contact with the HR Lead or the senior executive responsible for training and development. Responses to continued participation was as follows:

- One CEO (expatriate CEO of a multi-national) had completed his assignment in Nigeria and all attempts to reach him or his successor failed
- One CEO (expatriate CEO of a multi-national) declined continuing participating in the research given organisational issues

- One CEO (Nigerian CEO of a multi-national) had resigned his appointment and his successor declined further participation

Twenty five HR Executives were then emailed instructions for participation. Expected and achieved survey response rates are shown in the Table 30 below.

Table 30 Survey response rate

	Expected Participation	Achieved participation	Comments
Nigerian CEO of national company	7	5	despite several promises 2 HR executives did not complete survey
Nigerian CEO of multi-national company	6	4	two HR executive cited being too busy to complete, despite several deadline extensions and appeals to the relevant CEOs.
Expatriate CEO of national company	7	4	No response from 3 HR executive even after confirmation of continued participation by CEO.
Expatriate CEO of multi-national company	5	5	100% response rate achieved
Total	25	18	

An actual response rate of 72% was achieved overall and a response rate of over 50% was achieved for each quadrant. These response rates were deemed sufficient to support a robust analysis and importantly for making comparisons between quadrants. However the generalisability of findings are limited given the small number of HR executives that responded to the survey.

28.0 Data Analysis

Prior to commencing the analysis of the survey responses and to facilitate a more structured discussion of the findings, the 64 detailed leadership practices in the survey questionnaire were grouped under the eighteen leadership practice categories identified in the empirical study. 13 out of the 37 additional leadership practices extracted from the systematic review did not readily lend themselves to this grouping. However some common themes in these thirteen led to the creation of three new leadership categories of ‘providing ethical and moral leadership’, ‘fostering team spirit and cohesiveness’ and ‘financial acumen’. Appendix 12,

Mapping of Leadership Practices to Leadership Practice Categories, shows the mapping of the 64 leadership practices into the resulting 21 leadership practice categories.

28.1 Inclusion of contextually influenced leadership practices in senior leadership competency inventory

Question 1 of this research study that asks ‘to what extent are contextually influenced senior leadership practices included in the senior leadership competency inventory of organisations in Nigeria?’ was answered by an analysis of HR executives responses to part I of the survey questionnaire. The number of leadership practices by leadership practice category was multiplied by the number of respondents aggregated for responses to give the number of available practices. This was then compared to the number of times that HR executives said these available practices were included in the organisation’s senior executive leadership competency inventory to provide an indication of the extent of inclusion.

For example, there were three leadership practices in the Driving innovation leadership practice category. Five HR executives of national companies with Nigerian CEOs responded to the survey giving 15 potential opportunities to include these leadership practices in the competency inventory. They were included 14 times which would suggest a high level of inclusion of the Driving innovation practice category by national companies with Nigerian CEOs. To aid analysis of the survey responses, the extent of inclusion of a leadership practice category by an HR executive was quantified by dividing the number of leadership practices said to be included in the organisation’s leadership competence inventory by the total number of times the leadership practices were available for inclusion. So in this instance the inclusion would be 14/15 or 93.3%.

28.2 Importance of contextually influenced leadership practices

Each respondent was asked to rate the importance of each leadership practice included in the senior leadership competency inventory to the long term sustainable growth of the organisation on a scale of one to three, where one indicated minor importance, two indicated average importance and three indicated critical importance. For ease of analysis, the importance ascribed to a leadership practice category was quantified by adding the importance scores ascribed to all leadership practices within the category included in the leadership competence inventory and then dividing this total number by the number of included leadership practices. For example, HR executives of national companies with

Nigerian CEOs included only three out of five leadership practices in the Advocacy leadership practice category in their leadership competency inventory but they rated them all three ie critically important. So while the inclusion of this practice category was 3/5 or 60% , the importance ascribed to this practice category was three – as each included practice scored three, giving an average importance score of 3, meaning critically important ..

Appendix 15 (i-iv) shows the results of the above analyses by CEO type and company type.

Question 2 of this research study which asks “what are the developmental activities present in existing leadership development programmes in Nigeria?” is answered by examining the development methods that are selected from the typology presented to survey respondents in Part B of the survey instrument.

28.3 Citation scores for the methods used to develop leadership practices

Question 3 of the research study which asks “to what extent are these distinctive leadership practices purposefully addressed through development?” is answered by a further analysis of Part B of the survey questionnaire as follows. On the assumption that purposeful application of a development method seen to have most relevance for developing a particular practice would be manifest in greater usage of that method in comparison with other potential methods available, there was a need to find a way of systematically differentiating relative levels of method employment. Given that there are seven potential methods that could be used to develop a leadership practice, then it could be expected that on average each method would be cited 14% of the time. To get an idea of the distribution and emphasis on methods, the methods cited against each practice were filtered by frequency of citation. Three bands have been applied. A score of >14% citation was taken to indicate **moderate** use, a score of >21% , was taken to indicate **high** use and a score of >28% was taken to indicate **significant** use. 0% citation would indicate **unexploited** method usage.

Question 4 of the survey, “how best can knowledge of the differences in leadership practices identified through Project 2 be translated into the developmental activities of leadership development programmes?”, is answered through a deeper inquiry with participating HR Executives into the findings of question 1 to 3 above. The documentation utilised to facilitate the inquiry are included in Appendix 16 Focus group protocol.

29.0 Findings

This section documents the findings of the survey based on an assessment of the analysis of responses contained in Appendix 15 (i-iv).

The inclusion of practices in the leadership competency inventory which can be taken as a proxy for the extent of awareness of HR executives of the practice, varies not only across practices within the same CEO/company type quadrant but also across the CEO/company type quadrant. The same is true of the importance ascribed to these practices. For example, for national companies with expatriate CEOs, the practice of Empowering the workforce had higher levels of inclusion than the practice of Managing irrational requests and was rated to be of higher importance to long term and sustainable growth. Multi-national companies with expatriate CEOs had a higher level of inclusion of the practice of Managing irrational requests than companies with Nigerian CEOs but rated this practice of lower importance to long term and sustainable growth.

For a more robust discussion of the survey results, the earlier quantified inclusion scores were expressed in qualitative terms to enable a comparison of inclusion and importance scores both within and across CEO/company type quadrants. Inclusion scores within a quadrant were divided into ‘thirds’. The lowest third of scores were labelled as having Low inclusion, the middle third of scores were labelled as having Medium inclusion while the highest third of scores were labelled as having High inclusion. Importance scores of one to three already had a qualitative labelling of Minor, Average and Critical as described in section 28.2 above. The results of applying these qualitative terms to the tables in Appendix 15 (i-iv) is shown in Table 31.

Table 31 Inclusion and importance of contextually influenced practices by company type and CEO nationality status – descriptive

	National Companies with Nigerian CEOs		Multi-national companies with Nigerian CEOs		National companies with expatriate CEOs		Multi-national companies with expatriate CEOs	
	Level of Inclusion	Perceived Importance	Level of Inclusion	Perceived Importance	Level of Inclusion	Perceived Importance	Level of Inclusion	Perceived Importance
Driving Innovation	High	Critical	High	Critical	High	Average	Medium	Minor
Strategic	Low	Critical	Medium	Critical	High	Average	Medium	Average

Thinking								
Marketing	High	Critical	High	Critical	Low	Average	Medium	Minor
Developing and leveraging the network	High	Average	Medium	Average	Low	Minor	Medium	Minor
Engaging with external stakeholders	High	Critical	Medium	Critical	Low	Minor	High	Minor
Driving and sustaining culture	Medium	Critical	Medium	Critical	Medium	Minor	High	Minor
Empowering the workforce	High	Critical	High	Critical	High	Average	Medium	Minor
Skills and talent development	High	Critical	Medium	Average	Medium	Average	High	Minor
Managing irrational requests	Low	Minor	Medium	Average	Low	Minor	Medium	Minor
Demonstrating presence	Low	Average	Low	Critical	Low	Minor	Medium	Minor
Connecting with parent company	Low	Critical	High	Critical	Low	Average	High	Average
Advocacy	Low	Critical	Low	Critical	Medium	Minor	Medium	Minor
Legacy	Low	Average	High	Average	Medium	Minor	Medium	Average
Stewardship	Medium	Average	Low	Average	Medium	Minor	Medium	Average

29.1. Inclusion and importance of contextually influenced practices

29.1.1 National companies with Nigerian CEOs

With the exception of the practices of Connecting with the parent company, Advocacy and Legacy, HR executives of national companies with Nigerian CEOs appeared to be highly aware of contextually influenced leadership practices given the medium to high levels of inclusion of these practices in their leadership competence inventory. Interestingly, the practice of Developing and leveraging the network despite having a high level of inclusion and in turn awareness was not deemed as critically important. This was surprising as Nigerian CEOs said they spent time building this network and used it extensively for business development purposes and for obtaining knowledge and developing insights about the

market. In fact they saw the extensive network that they had as a competitive advantage over their expatriate counterparts

29.1.2 Multi-national companies with Nigerian CEOs

With the exception of the practice of Advocacy, the levels of inclusion of contextually influenced leadership practices in the leadership competence inventory of multi-national companies with Nigerian CEOs was slightly higher than those of their counterparts in national companies. There was however a greater similarity in the levels of importance ascribed to these practices across these two quadrants. This could be as a result of the influence (cultural or otherwise) of the Nigerian CEO who despite running two very different kinds of companies still saw the impact of the external environment on their practices in largely the same way

29.1.3 National companies with expatriate CEOs

The practices of Driving innovation, Strategic thinking and Empowering the workforce had high levels of inclusion for national companies with expatriate CEOs. However, despite these high levels of inclusion, they did not appear to rate these practices as importantly as Nigerian CEOs. The other practices had lower levels of inclusion and also lower levels of importance than companies with Nigerian CEOs suggesting that HR executives of national companies with expatriate CEOs were not too aware of or not paying much attention to contextually influenced leadership practices. This supports earlier findings that expatriate CEOs of national companies being hired for their operational competence were not too aware of or concerned with the external environment and the impact of this environment on their practices.

29.1.4 Multi-national companies with expatriate CEOs

The inclusion of contextually influenced leadership practices in the senior executive leadership competency inventory of multi-national companies with expatriate CEOs was slightly higher than that of companies with Nigerian CEOs and therefore much higher than that of national companies with expatriate CEOs. Notably, no leadership practice had a low level of inclusion. In contrast the levels of importance ascribed to these practices was not as high as companies with Nigerian CEOs or their counterparts in national companies. This observation would suggest that while HR executives of multi-national companies with expatriate CEOs were highly aware of contextually influenced practices they did not see

them as being critical to long term and sustainable growth. It could be that multi-national companies who have more sophisticated and extensive HR systems than Nigerian companies were better at identifying a broader range of leadership competencies required in any part of the world, hence the high inclusion, but because of the apparent lack of awareness of the impact of the external environment on their practices by expatriate CEOs especially when compared to Nigerian CEOs, may not be able to appreciate how important these practices were to the success of the business.

Assuming that leadership practices that have levels of inclusion are indicative of more developmental focus, there is widely varying developmental focus of leadership practices across quadrants. However, the extent of inclusion of the five leadership practices of driving innovation, strategic thinking, driving and sustaining culture and skills and talent development could imply that there is, generally, a higher focus on the development of these leadership practices over other practices.

More specifically, multi-national companies had higher levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory than national companies but companies with Nigerian CEOs ascribed more importance to these practices than companies with expatriate CEOs. This analysis therefore singles out multi-national companies with Nigerian CEOs as entities that had the greatest awareness of the relevance of contextually influenced leadership practices. Not only were they highly included in their leadership competence inventories, they also ascribed a high level of importance to the contribution of these practices to long term and sustainable business growth.

29.2 Inclusion and importance of context neutral leadership practices

While the primary interest and focus of this study is contextually influenced leadership practices, the inclusion of context neutral leadership practices in the data analysis could provide support, validation or otherwise of the observations and findings above. Appendix 15(v-viii) contains the detailed analysis of context neutral leadership practices by CEO/company type.

Including context neutral leadership practices in the analysis altered the qualitative expression of the inclusion and importance scores as follows.

Table 32 Inclusion and importance of context neutral leadership practices by company type and CEO nationality status – descriptive

	National Companies with Nigerian CEOs		Multi-national companies with Nigerian CEOs		National companies with expatriate CEOs		Multi-national companies with expatriate CEOs	
	Level of Inclusion	Perceived Importance	Level of Inclusion	Perceived Importance	Level of Inclusion	Perceived Importance	Level of Inclusion	Perceived Importance
Environmental scanning	Medium	Critical	Medium	Minor	Low	Average	Medium	Minor
Execution Management and Monitoring	Medium	Critical	Low	Minor	Low	Critical	Medium	Average
Engaging the workforce	Medium	Critical	Medium	Average	High	Average	High	Minor
Engaging with the top management team	High	Critical	Low	Minor	High	Average	Medium	Minor
Providing ethical and moral leadership	Low	Average	Medium	Minor	Medium	Average	High	Average
Fostering team spirit and cohesiveness	Medium	Critical	Medium	Minor	High	Average	Medium	Minor
Financial acumen	High	Critical	High	Critical	High	Average	High	Average

The following insights can be drawn from a comparison of Tables 31 and 32 above.

29.2.1 National companies with Nigerian CEOs

National companies with Nigerian CEOs appear to have similar levels of inclusion of context neutral and contextually influenced leadership practices in their senior leadership competence inventory and also ascribe similar levels of importance to context neutral and contextually influenced practices. . .

29.2.2 Multi-national companies with Nigerian CEOs

Multi-national companies with Nigerian CEOs, while having similar levels of high to moderate inclusion of context neutral and contextually influenced practices, ascribed in general a much lower level of importance to context neutral practices

29.2.3 National companies with expatriate CEOs

For national companies with expatriate CEOs with the exception of the practice of Environmental scanning, all context neutral leadership practices generally had higher levels of inclusion in the senior leadership competence inventory when compared to the levels of inclusion of contextually influenced practices. Also, in general higher importance scores were ascribed to context neutral practices.

29.2.4 Multi-national companies with expatriate CEOs

Multi-national companies with expatriate CEOs had similar levels of inclusion of context neutral and contextually influenced practices and similar and relatively low levels of importance ascribed to both context neutral and contextually influenced practices.

Including context neutral practices in the analysis appeared to validate earlier suggestions that multi-national companies with Nigerian CEOs had the greatest understanding/awareness of the relevance and importance of contextually influenced leadership practices to long term and sustainable business growth in Nigeria. This is revealed by similar levels of inclusion for both context neutral and contextually influenced practices but they ascribed higher importance to contextually influenced practices.

The analysis of context neutral leadership practices allows additional inferences and insights to be drawn:

- Context neutral practices appear to be well known in Nigeria, especially by national companies who had higher levels of inclusion of context neutral than contextually influenced practices
- The presence of a Nigerian CEO in a company resulted in greater importance being attributed to contextually influenced leadership practices, reflecting Nigerian CEOs better understanding of the impact of the external environment on their practices
- Multi-national companies, possibly because of more sophisticated and more extensive HR systems than Nigerian companies were able to develop leadership competency inventories that included both context neutral and contextually influenced practices but it would appear that the presence of a Nigerian CEO assisted in differentiating the importance of contextually influenced practices to business success.

From the observations and inferences drawn from the analysis of the survey above, question 1 of this research study which asks, “to what extent are contextually influenced senior executive leadership practices included in the senior leadership competence inventory of organisations?” can now be answered as follows:

The extent of inclusion of contextually influenced leadership practices varied across the CEO and company quadrant types. Specifically, all contextually influenced leadership practices were represented in the leadership competence inventory of all CEO quadrants. However they differed significantly in their level of inclusion depending on CEO and company type..

HR executives of multi-national companies had higher levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory than HR executives of national companies. However, HR executives of companies with Nigerian CEOs ascribed more importance to contextually influenced leadership practices than HR executives of companies with expatriate CEOs possibly because of their greater awareness of the external environment and its impact on leadership practices..

Including context neutral leadership practices in the analysis provided additional insight into the answering of question 2 which asks “what are the developmental activities present in existing business leadership development programmes in Nigeria” . While HR executives of national companies had a higher inclusion of context neutral practices in their leadership competence inventory, HR executives of national companies with Nigerian CEOs still ascribed higher importance to contextually relevant leadership practices. HR executives of multi-national companies with Nigerian CEOs had similar levels of inclusion of both context neutral and contextually influenced leadership practices but ascribed higher importance to contextually influenced leadership practices. HR executives of multi-national companies with expatriate CEOs appeared not to differentiate between the two types of leadership practice.

While it could be surprising that HR executives of multi-national companies had a greater awareness of contextually influenced practices it is important to note that HR executives of companies with Nigerian CEOs ascribed more importance to contextually influenced practices. It could be that the presence of a Nigerian CEO in a company has served to reinforce the importance of contextually influenced leadership practices.

It could also be that national companies who might not have leadership development programmes that are as well developed as those of multi-national companies are more likely

to adopt generic models of leadership competence that could place emphasis on context neutral leadership practices without subjecting them to much scrutiny and discernment. However HR executives of national companies upon seeing these contextually influenced practices, although they were not labelled as such in the survey instrument, are able to identify them as being more important than context neutral leadership practices given their understanding of the context. This might suggest that the HR executives of national companies might find more contextually relevant senior leadership competence models more useful.

29.3 Developmental activities employed to address leadership practices

Part B of the survey asked participants to select, from a previously constructed leadership development method typology, the leadership development method(s) or developmental activity(ies) that were being used to address the development of each leadership practice. Citation scores have been computed as described in section 28.3 above. The results of this computation is shown in Table 33 Analysis of leadership development methods applied to leadership practices, below. The analysis also indicates those methods that were not used at all to develop a particular leadership practice.

Table 33 Analysis of leadership development methods applied to leadership practices

Leadership Practice	Use	National company with Nigerian CEO	Multi-national company with Nigerian CEO	National Company with expatriate CEO	Multi-national company with expatriate CEO
Driving Innovation	Significant use	On the job experience			
	High Use		On the job experience		Learn through teaching
	Moderate use	Knowledge based Learn through others Learn through teaching	Learn through teaching	Knowledge based Learn through others On the job experience Experiential learning Learn through teaching	Knowledge based Learn through others On the job experience
	No use	Simulated experience			
Strategic Thinking	Significant use				
	High Use			On the job experience	On the job experience
	Moderate use	Knowledge based: Learn through others Learn through teaching On the job experience	Knowledge based Learn through others Learn through teaching On the job experience	Learn through teaching Experiential learning	Knowledge based Behavioural feedback Learn through teaching
	No use				

Marketing	Significant use		Learn through others		
	High Use	Learn through others On the job experience	On the job experience	Learn through others On the job experience Knowledge based	
	Moderate use	Learn through teaching	Learn through teaching		Learn through others On the job experience Experiential learning
	No use		Behavioural feedback	Simulated experience	
Developing and leveraging the network	Significant use	Experiential learning		Experiential learning	
	High Use		Learn through others	On the job experience	On the job experience Experiential learning
	Moderate use	Learn through others On the job experience Learn through teaching	Learn through teaching		Learn through others Behavioural feedback
	No use			Knowledge based Learn through others Simulated experience Behavioural feedback Learn through teaching	Simulated experience
Engaging with external stakeholders	Significant use			Experiential learning	
	High Use		Learn through others	On the job	Experiential learning
	Moderate use	Knowledge based On the job experience Experiential Learning Learning through teaching	On the job experience Learn through teaching		Knowledge based On the job experience Learn through others
	No use		Experiential learning	Knowledge based Simulated experience	Simulated experience
Driving and sustaining culture	Significant use			On the job experience	Behavioural feedback
	High Use	On the job experience	On the job experience		On the job experience
	Moderate use	Learn through others Behavioural feedback Learn through teaching	Learn through teaching	Learn through others	Knowledge based
	No use				Simulated experience
Empowering the workforce	Significant use			On the job experience	
	High Use	On the job experience		Behavioural feedback Knowledge based	On the job experience Behavioural feedback

	Moderate use	Learn through teaching Experiential learning	Learn through others Learn through teaching Simulated experience Behavioural feedback		Learn through others Learn through teaching
	No use				
Engaging the top management team	Significant use	On the job experience			On the job experience Learn through others
	High Use			Knowledge based Behavioural feedback	
	Moderate use	Learn through others	On the job experience Simulated experience Behavioural feedback Learn through teaching		Behavioural feedback
	No use		Experiential learning	Simulated experience	Simulated experience
Skills and talent development	Significant use				
	High Use	On the job experience		On the job experience Knowledge based	Knowledge based
	Moderate use	Learn through others Behavioural feedback Learn through teaching Knowledge based	On the job experience Learn through others Learn through teaching	Behavioural feedback Learn through teaching	On the job experience Behavioural feedback
	No use			Simulated experience	
Managing irrational requests	Significant use				
	High Use		Behavioural feedback	Behavioural feedback	Learn through others Learn through teaching
	Moderate use	Simulated experience Learn through teaching Behavioural feedback	Learn through others Learn through teaching On the job experience	Learn through others On the job experience Knowledge based	Behavioural feedback
	No use			Simulated experience	
Demonstrating presence	Significant use			Experiential learning	On the job experience
	High Use	Experiential learning			
	Moderate use	Learn through teaching	Learn through teaching Learn through others Knowledge based	Learn through others Knowledge based	Learn through teaching Learn through others
	No use				

Connecting with the parent company	Significant use	On the job experience		Learn through others	
	High Use			Behavioural feedback Experiential learning	Knowledge based Learn through teaching
	Moderate use	Learn through others Simulated experience	On the job experience Simulated experience		Learn through others On the job experience Behavioural feedback
	No use	Knowledge based		Knowledge based Learn through others On the job Simulated experience	Simulated experience Experiential learning
Advocacy	Significant use	Experiential learning		Experiential learning Learn through others	
	High Use		Knowledge based		Learn through others On the job experience Learn through teaching
	Moderate use		Learn through teaching Learn through others Simulated experience Experiential learning	Learn through teaching	
	No use	Knowledge based On the job experience	On the job experience Behavioural feedback	Knowledge based On the job experience Simulated experience Behavioural feedback	Simulated experience Behavioural feedback
Legacy	Significant use			Experiential learning	
	High Use	Learn through others On the job experience Learn through teaching	Learn through others Experiential learning		Learn through others Behavioural feedback
	Moderate use				
	No use	Simulated experience	On the job experience	Knowledge based Simulated experience Behavioural feedback	Simulated experience
Stewardship	Significant use	On the job experience		On the job experience	
	High Use			Knowledge based	Knowledge based On the job experience Behavioural feedback
	Moderate use				
	No use	Simulated experience Learning through		Simulated experience	Simulated experience

		teaching			
Environmental scanning	Significant use			Experiential learning	
	High Use	Learn through others	Learn through others		Knowledge based
	Moderate use	On the job experience Experiential learning Learn through teaching Knowledge based	Knowledge based Learn through teaching	Knowledge based Behavioural feedback	On the job experience Learn through teaching Learn through others
	No use			Learn through teaching	
Execution Management and Monitoring	Significant use				On the job experience
	High Use	Behavioural feedback Learn through teaching	On the job experience	On the job experience Learn through others	Learn through others
	Moderate use		Learn through others Simulated experience Learn through teaching	Knowledge based	Knowledge based Learn through teaching
	No use				Simulated experience Experiential learning
Engaging with the workforce	Significant use				
	High Use		Learn through teaching		Behavioural feedback On the job experience
	Moderate use	On the job experience Behavioural feedback Simulated experience	On the job experience Simulated experience		Learn through others Learn through teaching
	No use				
Providing ethical and moral leadership	Significant use	Learn through others On the job experience		On the job experience Knowledge based	
	High Use		Learn through others Behavioural feedback Learn through teaching		
	Moderate use			Learn through others	Learn through others On the job experience

		teaching			Behavioural feedback
	No use				Simulated experience
Fostering team spirit and cohesiveness	Significant use	On the job experience		On the job experience	
	High Use	Learn through others		Knowledge based	Learn through others On the job experience Behavioural feedback Learn through teaching
	Moderate use	Knowledge based Learn through teaching		Behavioural feedback	
	No use	Simulated experience Experiential learning		Simulated experience Experiential learning Learn through teaching	Simulated experience
Financial acumen	Significant use				
	High Use	Knowledge based On the job experience Simulated experience	Knowledge based On the job experience	Knowledge based	Knowledge based On the job experience
	Moderate use			On the job experience	Learn through others
	No use				Experiential learning

29.3.1 Analysis of leadership development methods employed to address leadership practices

Regardless of the levels of inclusion in the senior leadership competence inventory or the importance ascribed to the leadership practice all contextually influenced leadership practices are addressed by at least one and sometimes up to five development methods. However, the results of the analysis of responses above suggest potentially important differences in the approach of the different CEO/company types to leadership development. While there was some commonality amongst the leadership development methods used to address a particular leadership practice, there was not a single leadership practice that was addressed by significant or high use of the same leadership development method across all CEO/company types. For example, the practice of Driving innovation which had relatively similar inclusion and importance scores across CEO/company type presented more visible differences in the approach to development. The leadership development method of on the job experience was used consistently across the CEO/company types to address this leadership practice but

national companies with Nigerian CEOs made significant use of this method, multi-national companies with Nigerian CEOs made high use of this method and companies with expatriate CEOs made only moderate use of this method. Only national companies with expatriate CEOs used experiential learning to address the leadership practice of driving innovation.

The data in Table 33 above can be further analysed to determine underlying patterns in leadership development methods through a tabulation of the frequency of use of development methods.

Table 34 Frequency counts of significant and high use development methods by company type and CEO nationality status

Development method	National Company with Nigerian CEO	Multi-national company with Nigerian CEO	National Company with expatriate CEO	Multi-national company with expatriate CEO	No. of occasions not used(maximum=56)
Knowledge – based	7	5	13	10	7
Learning through Others	13	13	9	17	2
On-the-job	17	12	14	19	4
Simulated Experiences	4	6	0	0	26
Behavioural Feedback	5	4	7	13	6
Experiential learning	6	2	9	3	7
Learning through Teaching Others	16	16	4	11	4

This table reveals the following patterns of method use:-

- The limited number of occasions that an activity was not cited in the development of a practice suggests that all leadership practices are addressed in all quadrants by at least one and sometimes up to five leadership development methods so all are used to some extent .
- Each method was omitted as a development activity with respect to some particular practices. But of 56 opportunities for ‘No Use’, Simulated experiences stands out as being omitted much more often than others , on 26 occasions. This suggests it is a method with underutilized potential.

- On- the –job experience is overall the method of greatest use across quadrants
- Methods given greatest use in national and multi-national companies with Nigerian CEOs are on-the –job experience, learning through teaching and learning through others
- Knowledge–based methods appear to be much more prevalent in companies with expatriate CEOs
- Multi-national companies with expatriate CEOs had the highest number of leadership development methods that were highly and significantly used to develop leadership practices.
- Across all quadrants the methods which appear to be less highly used are Behavioural feedback, Experiential learning and Simulated experiences.

Question 2 of this survey that asks, “what are the developmental activities present in existing leadership development programmes in Nigeria?” can be answered as follows:

Seven developmental activities/leadership development methods identified in the earlier constructed typology are present in leadership development programmes of companies in Nigeria. At least one and up to five of these methods are used to develop a single leadership practice. The level of use (significant, high or moderate) of these developmental activities to address individual leadership practices vary amongst CEO/company types. HR executives of companies with Nigerian CEOs appeared to favour on the job experience, learning through teaching and learning through others while knowledge based methods appeared to be more prevalent in companies with expatriate CEOs. HR executives of multi-national companies with expatriate CEOs had the highest number of leadership practices that were highly and significantly used. There was no single developmental activity/leadership development method that was consistently used across CEO/company types to address a specific leadership practice. Simulated experiences, behavioural feedback and experiential learning were the least utilised development activities while on the job experienced was the most utilised.

It is however worth noting here that as this was a forced response questionnaire with a prescribed number of developmental activities, there is a possibility that some developmental activities that are not captured by the typology are employed by companies in Nigeria to address specific leadership practices.

It would appear that while CEO practices are being addressed through development, the approach or methods for development vary depending on the CEO/company type and appear to be somewhat haphazard. The under utilisation of some development methods could indicate that companies in Nigeria are not taking full advantage of the variety of leadership development methods available to develop leaders.

29.4 The purposeful development of business leadership practices

The analysis of leadership development methods employed to address business leadership practices above has alluded to a certain haphazardness in the approach to leadership development in Nigeria. Assuming that business leadership practices with a medium to high inclusion in the leadership competence inventory are indicative of greater development focus, an exploration of development efforts applied to these business leadership practices would ascertain the purposefulness of leadership development programmes in Nigeria.

Table 35 below depicts the implications of combining the levels of inclusion and importance scores to ascertain developmental focus and attention.

Table 31 Implications of combinations of inclusion and importance scores for leadership development

Level of Inclusion	Importance Score	Implications for leadership development
High	Critical	Developmental attention is commensurate with level of importance of the practice
High	Average	Developmental attention is above the importance attributed to the practice
High	Minor	Developmental attention is significantly above the importance attributed to the practice
Medium	Critical	Developmental attention is below the level of importance attributed to the practice
Medium	Average	Developmental attention is commensurate with level of importance of the practice
Medium	Minor	Development attention is above the importance attributed to the practice
Low	Critical	Developmental attention is significantly below the importance attached to the practice
Low	Average	Developmental attention is below the importance attached to the practice
Low	Minor	Developmental attention is commensurate with the importance attached to the practice

Applying these implications to Table 31, Inclusion and Importance of Contextually Influenced Practices by CEO/Company type – descriptive, above, results in Table 36, Developmental attention given to contextually influenced leadership practices.

Table 36 Developmental attention given to contextually influenced leadership practices

	National Companies with Nigerian CEOs	Multi-national companies with Nigerian CEOs	National companies with expatriate CEOs	Multi-national companies with expatriate CEOs
Driving Innovation	Commensurate	Commensurate	Above	Above
Strategic Thinking	Significantly below	Below	Above	Commensurate
Marketing	Commensurate	Commensurate	Below	Above
Developing and leveraging the network	Above	Commensurate	Commensurate	Above
Engaging with external stakeholders	Commensurate	Below	Commensurate	Significantly above
Driving and sustaining culture	Below	Below	Above	Significantly above
Empowering the workforce	Commensurate	Commensurate	Above	Above
Skills and talent development	Commensurate	Commensurate	Commensurate	Significantly above
Managing irrational requests	Commensurate	Commensurate	Commensurate	Above
Demonstrating presence	Below	Significantly below	Commensurate	Above
Connecting with parent company	Significantly below	Commensurate	Below	Above
Advocacy	Significantly below	Significantly below	Above	Above
Legacy	Below	Above	Above	Commensurate
Stewardship	Commensurate	Below	Above	Commensurate

29.4.1 National Companies with Nigerian CEOs

The practices of Driving innovation, Marketing , Developing and leveraging the network and Engaging with stakeholders had high levels of inclusion, suggesting developmental attention and were also rated as important implying developmental attention was commensurate to the importance ascribed to the practice. However practices with high importance scores such as Advocacy, Legacy and Connecting with the parent company had lower levels of inclusion suggesting that not enough developmental attention was been paid to these important leadership practices. A high importance score of Connecting with the parent company was surprising for national companies that did not have parent companies but this was countered by the fact that this practice had a low level of inclusion in the leadership competence inventory. However, it could be that a number of national companies had multi-national aspirations (as it has turned out to be in the course of this study) and as such would consider this practice important when they did become the parent company of operating entities in other countries.

Despite attributing critical to average importance to 13 out of 14 leadership practices, only about half of these practices received commensurate leadership development attention

suggesting that HR executives of national companies with Nigerian CEOs are not paying sufficient attention to the development of contextually influenced practices.

29.4.2 Multi-national companies with Nigerian CEOs

Practices such as Driving innovation, Marketing, Connecting with the parent company and Legacy while having the highest levels of inclusion (all available practices were included) also had high importance scores suggesting that appropriate developmental attention was being paid to these important practices. Even for the practices that did not have the highest levels of inclusion or the highest importance scores eg Demonstrating presence, the relationship between the inclusion levels and importance still suggest purposeful and appropriate developmental attention. However, for the practice of Advocacy, of which only half of the available practices were included in the senior leadership competence inventory despite having a high importance score suggests that this practice is not getting appropriate developmental attention given its importance to long term sustainable growth.

With six of the fourteen contextually relevant leadership practices showing inclusion status below or significantly below the importance ascribed, despite having the greatest understanding of the relevance of contextually influenced leadership practices, HR executives of multi-national companies with Nigerian CEOs also appear to be paying insufficient attention to the development of contextually influenced practices

29.4.3 National companies with Expatriate CEOs

Practices with low levels of inclusion such as Managing irrational requests, Demonstrating presence and Connecting with the parent company also had low levels of importance ascribed to them suggesting that no significant development effort was being deployed to practices that were not seen to be too important to long term sustainable growth. In addition practices such as Driving innovation, Strategic thinking and Empowering the workforce which had the highest levels of inclusion and also reasonably high levels of importance suggest an alignment between developmental attention and importance.

Even though HR executives of national companies with expatriate CEOs had similar levels of awareness but attributed less importance to contextually influenced practices than HR executives of national companies with Nigerian CEOs, with twelve out of fourteen leadership

practices receiving developmental attention commensurate to or above the importance ascribed, they appeared to be more deliberate and consistent in the development of these practices. .

29.4.4 Multi-national companies with expatriate CEOs

Three out of fourteen leadership practices received developmental attention commensurate to the importance attributed to the practice. Three out of fourteen practices had developmental attention significantly above the importance attributed to the practice. Eight out of fourteen practices had developmental attention above the importance attributed to the practice.

From this analysis, HR executives of multi-national companies with expatriate CEOs appear to be paying sufficient attention to the development of all contextually influenced leadership practices, providing some validation to the assumption that the extent of inclusion of a leadership practice implies some level of developmental attention will be paid to the practice.

From the analysis of these results there does appear to be some haphazardness in the development of contextually influenced leadership practices by companies in Nigeria in that overall, there was no apparent relationship between the levels of awareness of leadership practices, the importance ascribed to these practices and the leadership development attention paid to them.

Companies with Nigerian CEOs that had moderate to high levels of inclusion of these practices and whose HR executives thought that the majority of these practices were important to long term and sustainable business growth were not paying sufficient attention to their development.

In contrast, companies with expatriate CEOs, also with moderate to high levels of inclusion of these practices but with whose HR executives had ascribed lower levels of importance to these practices, were paying significant attention to the development of these practices.

For completeness and to validate or otherwise the findings above, context neutral leadership practices were also subjected to the same analysis as above. The results of this analysis is shown in Table 37 below.

Table 32 Developmental attention given to context neutral leadership practices

	National Companies with Nigerian CEOs	Multi-national companies with Nigerian CEOs	National companies with expatriate CEOs	Multi-national companies with expatriate CEOs
Environmental Scanning	Commensurate	Commensurate	Above	Above
Execution Management and Monitoring	Significantly below	Below	Above	Commensurate
Engaging the workforce	Commensurate	Commensurate	Below	Above
Engaging with the top management team	Above	Commensurate	Commensurate	Above
Providing ethical and moral leadership	Commensurate	Below	Commensurate	Significantly above
Fostering team spirit and cohesiveness	Below	Below	Above	Significantly above
Financial Acumen	Commensurate	Commensurate	Above	Above

The haphazardness identified in the developmental attention paid to contextually influenced leadership practices was not as prevalent in context neutral leadership practices. For instance, national companies with Nigerian CEOs had five out of seven of practices having developmental attention commensurate to or above the level of importance their HR executives ascribed to the practice. Multi-national companies with Nigerian CEOs had four out of seven practices having developmental attention that was commensurate to or above the level of importance their HR executives ascribed to the practice. National companies with expatriate CEOs had six out of seven practices having developmental attention that was commensurate to or above the levels of importance ascribed. Multi-national companies with expatriate CEOs also had seven out of seven practices having development attention that was commensurate to or above the levels of importance ascribed. Companies with expatriate CEOs appear to be the most deliberate and consistent in the development of context neutral leadership practices.

From this analysis of context neutral leadership practices, it would appear that context neutral practices are generally receiving more adequate developmental attention across CEO and company types than contextually influenced practices, with some indication that companies with Nigerian CEOs demonstrated less developmental attention. The results of this analysis and the previous analysis of the leadership development activities present in Nigerian companies allows question 3 of this survey that asks “to what extent are these distinctive

leadership practices purposefully addressed through development” to be answered as follows.

- *All contextually influenced leadership practices are addressed by at least one and sometimes as many as five leadership development methods or activities.*
- *However, companies with Nigerian CEOs that had moderate to high levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory and whose HR executives ascribed a higher level of importance to contextually influenced leadership practices did not appear to be paying as much attention to the purposeful development of these practices as companies with expatriate CEOs that had similar or higher levels of awareness but whose HR executives ascribed lower levels of importance to the practices.*
- *HR executives of multi-national companies with Nigerian CEOs that appeared to have the greatest understanding of the relevance and importance of contextually influenced leadership practices were not paying sufficient attention to the development of these practices.*
- *HR executives of multi-national companies with expatriate CEOs regardless of inclusion and importance scores appeared to be paying adequate developmental attention to both context neutral and contextually influenced practices.*
- *Also, worth noting is that context neutral practices appeared to be receiving more consistent developmental attention than contextually influenced practices particularly from companies with expatriate CEOs.*

The analysis provided in tables 36 and 37 suggest that there is an absence of purposeful development of contextually influenced leadership practices even in instances where they are acknowledged to be more important to long term and sustainable business growth than context neutral practices. It would therefore appear from this analysis, that the knowledge of differences in contextually influenced leadership practices is not being purposefully translated into developmental activities in leadership development programmes. Question 4 of this research study that asks “how best can the knowledge of differences in leadership practices be translated into the developmental activities of leadership development programmes?” can now be explored.

Deeper inquiry of survey results with participating HR executives is required. The results of this inquiry are documented in the following sections.

29.5 Further Inquiry with participating HR executives

The objective of the inquiry with HR executives was to seek an interpretation of the findings with regards to leadership development methods used to develop contextually influenced CEO practices from practitioners themselves to better understand the current pattern of use in order to answer the question “how best can the knowledge of differences in leadership practices be translated into the developmental activities of leadership development programmes?”

29.5.1 Participation of HR executives

From the analysis of survey responses above, HR executives of companies with Nigerian CEOs appeared to have a better appreciation of the importance of contextually influenced leadership practices to long term business success, either through inclusion or perceived importance scores than their expatriate counterparts, and by implication the differences in the leadership practices. They were therefore selected for participation in a focus group study. Having a smaller number of participants in a focus group that has limited time and only one occurrence given the nature of the study facilitates increased contributions from all participants and a richer discussion.

Unfortunately only seven out of the thirteen HR executives that completed the survey were able to attend the focus group session. I decided to go ahead as the group represented a reasonable balance between the two quadrant types and I judged that waiting longer for increased participation would not yield better attendance results.

Seven participants from seven companies attended the focus group session as follows:

- Four HR Executives of multi-national companies with Nigerian CEOs
- Three HR executives of national companies with Nigerian CEOs

HR executives were given the descriptive inclusion and importance scores of contextually influenced practices for national and multi-national companies with Nigerian CEOs as the basis for subsequent discussions. (a sub-set of Table 32).

The protocol for the conduct of the focus group session is included in Appendix 16 Focus group protocol. A sample of the template developed during the focus group session is included in Appendix 17 Focus group template.

29.5.2 Focus Group discourse by leadership practice

Participants shared real life and sometimes personal experiences of what they believed were the most effective way to develop specific leadership practices. Constituting the discussion groups to achieve a balance between HR executives of national companies and HR executives of multi-nationals also facilitated practical comparisons of differences in leadership development approaches when they existed. The presence of rapporteurs in each of the discussion groups captured the richness of the discourse that ensued as points of view were being articulated and argued beyond the completed template and it was the rapporteurs reports and the time that I spent ‘roving’ across groups during the breakout that has primarily informed the development of the insights in the next section. These include my interpretation of the discussions, in essence trying to tie discussions and real life practical illustrations of leadership development methods, tools and techniques being used to develop particular practices back to the central question that is being attempted to be answered i.e. how best can knowledge of differences in leadership practices be translated into the developmental activities of leadership development programmes.

29.5.2.1 Driving Innovation

Leadership Practice	%use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Driving Innovation	Significant use	On the job experience	
	High use		On the job experience
	Average use	Knowledge based Learn through others Learn through teaching	Learn through teaching
	No Use	Simulated experience	

Real life illustrations of methods used confirmed that indeed, on-the-job experience was the most prevalent and in their opinion, the most effective way of developing the driving innovation practice. Illustrations included ensuring that heads of department and more

experienced personnel actively encouraged subordinates to think out of the box and do things differently. An illustration of the method Learning through others. One company used secondments and visits to companies in similar or the same industry in other more developed parts of the world to expose their personnel to how business was done in other parts of the world. The expected outcome was that personnel would come back from these visits with new innovative and creative ideas of how things could be done differently in the organisation back at home and this was largely the case.

These real life illustrations supported the survey results to some extent in that on-the-job experience and learning through others were utilised methods.

Some differences between national and multi-national company's leadership development methods for this practice were also expressed. Lesser emphasis on the development of this practice evidenced in the fewer methods deployed by multi-nationals when compared to national companies was described as follows. The potential impact of an 'innovation failure' in a local market on the global organization tended to constrain a local company's desire or aspiration to drive innovation in the local market or actively develop the practice of driving innovation in local employees. This observation does align with what expatriate CEOs said about relying on the local introduction of products and services that had been tested and proven in other markets as a means of driving innovation.

29.5.2.2 Strategic Thinking

Leadership Practice	%use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Strategic Thinking	Significant use		
	High use		
	Average use	Knowledge-based: Learn through others Learn through teaching On the job experience	Knowledge-based Learn through others Learn through teaching On the job experience

Examples of how this leadership practice was developed explained the absence of previously defined methods in the significant and high use columns for both type of companies. First of all HR executives spent time discussing the differences between strategic thinking and

strategy development, expressing the view that the former could be taught while the latter couldn't. As such, they felt that none of the methods identified in the typology lent itself to the development of this practice. Two alternatives were described as being more effective in the inculcation of the practice of strategic thinking in senior leadership in their organisations. Regular business and strategy sessions, during which organisational goals and objectives were developed and strategies to achieve them articulated and evaluated, were used as a platform and continuous process for encouraging and developing strategic thinking in leadership. In addition, access to successful leaders and where there was no access, documented case studies of successful companies were also used get people to start thinking strategically. These case studies and interactions with successful leaders were used not so much as to discover the right strategy for the organisation but to understand the thought process the organisations and other leaders went through to arrive at the strategy. The dearth of local case studies that could better contextualise the learnings was lamented.

HR executives agreed that multi-national companies tended to use and apply strategic thinking better as a leadership practice than national companies.

HR executives, by their real life and practical illustrations given, justified their departure from the survey results. An alternative method and methods used only moderately (learn through others) or not used at all (simulated experience) were seen as most effective methods for developing this practice.

29.5.2.3 Marketing

Leadership Practice	Use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Marketing	Significant Use		Learn through others
	High use	Learn through others On the job experience	On the job experience
	Average Use	Learn through teaching	Learn through teaching
	No Use		Behavioural feedback

Marketing techniques learnt through coaching and mentoring by senior executives were given as real life illustrations of this method. An example was cited of the instance where in the absence of in house marketing expertise, one company poached a successful marketing executive from a competitors who then worked with existing company executives to develop

the practice of marketing. This example which could be comfortably classified as learning through others was seen as a much more expedient and faster way of developing the practice of marketing hence the higher use of this method than that of learning through teaching. In essence confirming the survey results for both companies although this practice had higher use with multi-national companies than national companies.

HR executives agreed that behavioural feedback was not an appropriate or relevant method to develop this skill and so the exclusion of this development method was well founded.

29.5.2.4 Developing and Leveraging the network

Leadership Practice	Use	National Companies with Nigerian CEOs	Multi-national companies with expatriate CEOs
Developing and leveraging the network	Significant Use	Experiential learning	
	High use		Learn through others
	Average Use	Learn through others On the job experience Learn through teaching	Learn through teaching
	No Use		

Personal and organisational presence in the community providing a social need or socialisation to build contacts were described as methods that were used to develop the practice of developing and leveraging the network. Employees were encouraged to be social (attend social engagements, join recreational clubs) to build and expand their personal networks. An extreme example was given of a company who hired an individual and whose sole job it was to be seen at social and business events, making business contacts for the benefit of the organisation.

29.5.2.5 Engaging with external stakeholders

Leadership Practice	Use	National companies with Nigerian CEOs	Multi-national companies with Nigerian CEOs
Engaging with external stakeholders	Significant Use		
	High use		Learn through others
	Average Use	Knowledge-based On the job experience Experiential Learning through teaching	On the job experience Learn through teaching
	No Use		Experiential learning

Working alongside an employee who is already conversant with and has a favourable and productive relationship with the specific stakeholder was a method employed by a number of companies. In addition, job rotations that would expose personnel to various categories of stakeholders and ensure that they developed the practice of engaging with them productively to achieve their objectives was a method also used to develop this practice. Specific examples included transferring staff temporarily to positions outside their core area of competence. A manager in the local business was assigned to a small francophone country as CEO and he had to engage with local stakeholders to succeed. One of the HR executives that attended the workshop had recently been transferred to a market facing position. Her stakeholders were clearly different from those in the HR role that she was previously in and engagement with external clients was now her primary job.

These illustrations support the inclusion of the methods of on the job experience, learning through teaching and learning through others. No alternative or better methods were suggested to develop this practice.

29.5.2.6 Driving and Sustaining Culture

Leadership Practice	use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Driving and sustaining culture	Significant Use		
	High use	On the job experience	On the job experience
	Average Use	Learn through others Behavioural feedback Learn through teaching	Learn through teaching

Periodic ‘town hall’ meetings or meetings that involved the coming together of leadership and the rest of the organisation to discuss topical issues, get feedback on company practices and generally socialise was a method that organisations used to drive and sustain the cultural behaviours that they desired. Communication with staff through emails and newsletters were also used as a means of emphasising the cultural norms and practices of organisations and what was important to the organisation. An example was given of an employee that was terminated for accepting a gift from a supplier as not only did it contravene company policy but went against the ethical culture that the organisation was seeking to build. This one example pointed to the method of behavioural feedback, observed in the survey as being

moderately used by national companies with Nigerian CEOs. Incidentally this example was given by an HR executive in the same company category. Engagement between leadership and other staff could be classified as learning through (interaction) with others. The method of on-the-job experience was not evident in any of these real life illustrations departing from survey results that reported this as a high use method.

There were no major differences in the methods used by national or multi-national companies, although it was agreed that multi-national companies were more consistent in their attempts to drive and sustain culture.

29.5.2.7 Empowering the workforce

Leadership Practice	Use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Empowering the workforce	Significant. Use		
	High use	On the job experience	
	Average Use	Learn through teaching Experiential learning	Learn through others Learn through teaching Simulated experience Behavioural feedback
	No Use		

Illustrations of methods used to empower the workforce included providing opportunities for employees to perform assignments that stretched their minds and improved their ‘on-the-job capacity’ faster and encouraging them to embark on specific projects that tested their skills and rewarding them upon completion. One participant also said that his organisation actively discouraged employees from going to their Heads of Departments with problems without having researched and being prepared to discuss possible solutions to the problem.

All of these illustrations pointed to high use of only the on-the-job experience method which supported survey responses of national companies with Nigerian CEOs. No illustrations that supported other development methods were preferred by the group.

29.5.2.8

Skills and Talent Development

Leadership Practice	Use	National companies with Nigerian CEOs	Multi-national companies with Nigerian CEOs
Skills and talent development	Significant Use		
	High use	On the job experience	
	Average Use	Learn through others Behavioural feedback Learn through teaching Knowledge based	On the job experience Learn through others Learn through teaching
	No Use		

HR executives expressed the view that there was a strong link between this leadership practice and that of Empowering the workforce. They felt that one of the most effective ways to empower the workforce is to build their skills and talents and vice versa. As such, the methods that could be used to develop one would be just as effective in developing the other. The same real life examples were therefore seen as relevant here also supporting the high and moderate use of the development method of on the job experience.

29.5.2.9

Managing Irrational Requests

Leadership Practice	Use	National companies with Nigerian CEOs	Multi-national companies with Nigerian CEOs
Managing irrational requests	Significant Use		
	High use		Behavioural feedback
	Average Use	Simulated experience Learn through teaching Behavioural feedback	Learn through others Learn through teaching On the job experience
	No Use		

HR executives concluded that the greatest number of irrational requests received by companies in Nigeria were in the areas of contract/procurement and job requests and that national companies were under greater pressure than their multi-national counterparts to accede to these requests. Practical and real life situation examples of how this pressure was handled included referring back to company policy if the employee felt uncomfortable acceding to the request, setting high conditions precedent to acting on requests to discourage the requests being made in the first place. These illustrations of how to develop this practice in senior leaders had little to do with leadership development methods and more to do with the need to have well documented and widely available company policy to guide

management actions, as they handled irrational requests. This notwithstanding, this was thought to be the best approach to support the development of this practice. Visible consequences for acceding to requests that violated company policy was also described as a method that was used to develop this practice – clearly falling under the leadership method of behavioural feedback which was a method that was highly and averagely used by multi-nationals and national companies respectively.

29.5.2.10 Demonstrating Presence

Leadership Practice	Use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Demonstrating presence	Significant Use		
	High use	Experiential learning	
	Average Use	Learn through teaching	Learn through teaching Learn through others Knowledge-based
	No Use		

Real life illustrations of the development of this practice centred around the executive being seen in as many places and events as possible, whether of a social or a business nature. This illustration is a specific example of learning by doing i.e. experiential learning.

29.5.2.11 Connecting with the parent company

Leadership practice	Use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Connecting with the parent company	Significant Use	On the job experience	
	High use		
	Average Use	Learn through others Simulated experience	On the job experience Simulated experience
	No Use	Knowledge based	

HR executives of multi-national companies were of the opinion that the leadership practice of connecting with the parent company was “wired into” the behaviour of senior leadership and hence required no deliberate or focused approach to development. However they did go on to

say that knowledge of the local market and context and the ability to articulate this knowledge to justify a different approach to procedures in the local operating company was a way in which their senior leaders connected with the parent company. It was agreed that knowledge of the local market came primarily through on the job experience not formal knowledge based classroom training further supporting the results of the survey.

29.5.2.12 Advocacy

Leadership Practice	Use	National companies with Nigerian CEOs	Multi-national companies with Nigerian CEOs
Advocacy	Significant Use	Experiential learning	Knowledge based
	High use		
	Average Use		Learn through teaching Learn through others Simulated experience Experiential learning
	No Use	Knowledge based On the job experience	On the job experience Behavioural feedback

During discussions the leadership practice of advocacy was defined as actions by business to shift government's position on policies and pronouncements that were felt to be inimical to business growth. Companies developed this practice through participation of their companies and by default, their senior executives in public private partnerships that provided opportunities to experience different perspectives of the same issue and be even better prepared for advocacy when the need arose. This could be classified as a method that fell under the experiential learning development method supporting survey results that classified this method as one that was significantly used to develop this practice. It was strongly felt that Advocacy could not be taught and on-the-job experience would not give the balanced perspectives required for advocacy actions in the same way that experiential learning did, explaining the results that showed that these methods were not used at all to develop this practice.

29.5.2.13 Legacy

Leadership Practice	Use	National company with Nigerian CEO	Multi-national company with Nigerian CEO
Legacy	Significant Use		
	High use	Learn through others On the job experience Learn through teaching	Learn through others Experiential learning
	Average Use		
	No Use	Simulated experience	On-the-job experience

There were no significant examples or commentary given for the practice of Legacy.

29.5.2.14 Stewardship

Leadership Practice	Use	National company with Nigerian CEO	Multi-national companies with Nigerian CEOs
Stewardship	Significant Use	On-the-job experience	
	High use		
		Learn through others	
	Average Use		
	No Use	Simulated experience Learning through teaching	

Multi-national companies used all the leadership development methods to develop the practice of stewardship, resulting in each method having a citation of 14%, which was below the >14% threshold for moderate use of a method.

29.5.3 Summary of focus group discussions

Real life illustrations and practical and personal experiences of how leadership practices were addressed through development largely confirmed the patterns of use discovered from the analysis of part B of the survey.

- On-the-job experience was a highly utilised leadership development method evidenced in the real life illustrations given.
- Simulated experience though acknowledged as an effective method for addressing the development of a number of leadership practices was not widely employed because

of the lack of case studies situated in the local context i.e. Nigeria, for additional reality to enhance learning.

- Contrary to academic research, it was felt that some practices e.g. the practice of Advocacy, could not be taught and was best addressed through experiential learning i.e. learning by doing.

A number of alternative methods, i.e. methods not included in the typology of leadership development methods, were discovered during the discussions. They included:-

- regular business sessions between leadership and management to facilitate the development of strategic thinking;
- actively supporting and encouraging external socialisation by employees to demonstrate presence and create a network of peers that could be leveraged for business purposes and benefits;
- widely available and easily accessible policy documentation to guide employee decision-making and consequence management to ensure compliance with laid-down policy and drive, accepted cultural behaviour down the organisation.

Reasons for the underlying differences in the approaches to leadership development amongst multi-national companies and national companies were attributed to the company context and the desired outcomes. For instance,

- In multi-national companies, the global implications of a negative fallout of a local innovation gone wrong was cited as a reason for fewer development methods employed to develop the practice of driving innovation when compared to national companies where the impact would potentially only be local
- Personal and organisational presence and engagement in the community was seen by multi-national companies for corporate social responsibility purposes but national companies in addition to the corporate social responsibility aspect saw this as a clear opportunity to develop business opportunities, hence different methods being utilised to address this practice.

30.0 Discussion

This research study has been positioned in the field of relevant business leadership practices in emerging economies. Fourteen CEO practices had been earlier identified as being attributable to or explained by context – the external/environmental context, the CEO nationality status and the company type. These practices were derived from the perspective of CEOs in Nigeria. The contribution of this doctoral study to academia and practice could be further enhanced by first of all, ascertaining whether the views of CEOs about the relevant contextually influenced practices were widely held in their businesses by those who have a responsibility for the development of leaders and leadership capacity, and if they were, then seeking to explore how companies in Nigeria were ensuring that the development of these leadership practices were being deliberately and purposefully addressed. As such, four research questions were posed at the beginning of this study as follows:

1. To what extent are contextually influenced senior executive leadership practices included in the senior leadership competence inventory of organisations in Nigeria?
2. What are the developmental activities present in existing leadership development programmes in Nigeria?
3. To what extent are these distinctive leadership practices purposefully addressed through development ?
4. How best can knowledge of differences in leadership practices be translated into the developmental activities of a leadership development programme?

These questions were answered through the administering of a forced response survey to HR executives of the companies in Nigeria whose CEOs had taken part in the previous study, followed by a focus group session with a representative sub-set of the respondents.

30.1 Discussion of Findings

30.1.1 Awareness and importance of contextually influenced leadership practices by HR Executives

The extent of inclusion of contextually influenced leadership practices in the leadership competence inventory of an organization was used as a proxy for the awareness of these practices by HR Executives. The extent of inclusion and as such, awareness of these practices varied across CEO type and company types:

- HR Executives of multi-national companies had similar levels of awareness of context neutral and contextually influenced leadership practices but HR executives of multi-nationals with Nigerian CEOs ascribed more importance to contextually influenced practices;
- HR Executives of multi-national companies had higher levels of awareness of contextually influenced leadership practices than HR executives in national companies;
- HR Executives of national companies had higher levels of inclusion of context neutral practices than contextually influenced practices but HR executives of national companies with Nigerian CEOs ascribed more importance to contextually influenced practices

The preliminary insights from these findings are that:

- HR executives of companies with Nigerian CEOs ascribed more importance to contextually influenced practices than HR executives of companies with expatriate CEOs;
- HR executives of multi-national companies with Nigerian CEOs would appear to have the greatest awareness of the relevance of contextually influenced leadership practices to long term and sustainable growth given that they had high levels of inclusion of these practices in their leadership competence inventory and also ascribed high importance to them.

In conclusion, while HR Executives were aware of these contextually influenced practices, the level of awareness varied by CEO nationality status and company type. Plausible explanations for these variations were also given. While multi-national companies were seen to have a greater awareness of contextually influenced practices than national companies, the

presence of a Nigerian CEO in a company appears to have a re-enforcing effect on the importance of contextually influenced practices over context neutral practices.

30.1.2 Leadership development methods in Nigeria

A typology of leadership development methods was constructed from academic literature in the field of leadership development. Seven leadership development methods were identified – knowledge based learning, learning through others, on the job experience, learning through simulated experiences, behavioural feedback, experiential learning and learning through teaching others.

Companies in Nigeria employed all of these methods to develop contextually influenced leadership practices with at least one and as many as five methods being employed to develop a single leadership practice. On-the-job experience was overall the method of greatest use and behavioural feedback, experiential learning and simulated experience appear to be less highly utilised across CEO nationality status and company type. However, the use of these leadership development methods also varied with the context i.e. CEO nationality status and company type.

- National and multi-national companies with Nigerian CEOs gave greatest use to on-the-job experience, learning through others and learning through teaching others
- Knowledge based methods appear to be much more favoured in companies with expatriate CEOs
- Multi-national companies with expatriate CEOs use behavioural feedback significantly more than any other company/CEO type.

An examination of these patterns of use by a selection of HR Executives provided some reasons or background to these patterns:

- Lesser emphasis on the development of a practice, evidenced by fewer methods deployed was sometimes as a result of the implications of active engagement in that practice for the company;
- Learning through simulated experiences was not widely used because of the lack of case studies situated in the local context for additional reality to enhance learning.

Three additional leadership development methods were identified during a focus group session held with a selection of HR executives from participating companies:

- regular business sessions between leadership and management to facilitate the development of strategic thinking;
- actively supporting and encouraging external socialisation by employees to demonstrate presence and create a network of peers that could be leveraged for business purposes and benefits;
- widely available and easily accessible policy documentation to guide employee decision making and consequence management to ensure compliance with laid down policy and drive accepted cultural behaviour down the organisation.

Two of these additional methods were to address the practices of strategic thinking and developing and leveraging a network which are practices that were found to be influenced by the contextual influences of an emerging economy while one was to address the practice of driving and sustaining culture a practice found to be influenced by both CEO nationality status and company type.

The discovery of these additional methods, which were not included in the typology that was derived from Western based academic literature, would appear to give credence to the need to not only understanding the influence of context on leadership, but to take that understanding further by including context considerations as leaders are being developed.

30.1.3 Addressing contextually influenced leadership practices through leadership development

Examining whether companies in Nigeria addressed contextually influenced practices through purposeful and deliberate leadership development revealed the following:

- All contextually influenced leadership practices are addressed by at least one and sometimes as many as five leadership development methods or activities.
- Companies with Nigerian CEOs despite having moderate to high levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory and whose HR executives ascribed a higher level of importance to these practices did not appear to be paying as much attention to the purposeful development

of these practices as HR executives of companies with expatriate CEOs that had similar or higher levels of awareness but lower levels of importance ascribed to the practices.

- HR executives of multi-national companies with Nigerian CEOs that appeared to have the greatest understanding of the relevance and importance of contextually influenced leadership practices were not paying sufficient attention to the development of these practices.
- HR executives of multi-national companies with expatriate CEOs appeared to be paying adequate developmental attention to both context neutral and contextually influenced practices.
- Context neutral practices appeared to be receiving more developmental attention than contextually influenced practices.

These seeming inconsistencies in leadership development across CEO/company quadrant types could suggest that :

- HR Executives were not being discriminating enough in the choice of leadership development methods.
- HR Executives were not applying enough rigour to the process of leadership development.

30.1.4 Translating knowledge of differences in practices to leadership development.

A focus group session with a selection of companies with Nigerian CEOs that participated in the survey provided an opportunity to examine these seeming inconsistencies further and to explore how the already established knowledge of differences in contextually influenced practices have been translated into the developmental activities of leadership development methods – in other words what level of rigour or discrimination is being applied to the development of leadership practices in Nigeria.

While confirming the patterns of use of leadership development methods in earlier analysis, the discussion of real life illustrations and personal experiences of how these leadership practices were developed highlighted the fact that leadership development methods or developmental activities were selected primarily based on desired outcomes/business objectives of the organisation. For instance, to facilitate beneficial engagement with external

stakeholders staff were transferred to areas of the organisation that were outside their core competence, forcing them to make the connection with external stakeholders if they were to be successful; encouraging the culture and behaviour that the organisation has defined as important to them dictated the termination of employees that demonstrated behaviours inimical to the development or the sustenance of the culture; developing a social network that could be leveraged for business purposes in an environment where the extent and quality of a business network is instrumental to getting new business required actively encouraging and actively supporting employees to interact with peers in social settings.

30.2 Discussion of contribution

More specific contributions of this study especially in the context of what is already known about leadership development is covered in the sections below.

30.2.1 Leadership development methods and activities

A typology of seven leadership development methods was derived from Western-based academic literature on leadership development.

While this study has provided some validity to the seven leadership development methods identified in that they were being employed by companies in Nigeria, additional leadership development methods have been discovered. One or more of the seven leadership development methods were utilised to address the contextually influenced practices of strategic thinking, developing and leveraging a network and driving and sustaining culture but additional leadership development methods that were fully embedded in context were discovered during the focus group session with selected HR executives. For instance, actively encouraging and supporting employees to interact socially in order to develop social networks that could translate into business networks given the importance of business networking in doing business in emerging economies such as Nigeria.

30.2.2 Leadership development in context

Leskiw and Singh(2007) have claimed that the context in which leadership is enacted must be taken into consideration in leadership development programmes. In addition, researchers in the field have postulated the need for integrated leadership development that combine

generic classroom based training that teach leaders knowledge and skills required for leadership with experiential methods that put potential leaders in situations or contexts of relevance to them where they can learn important leadership lessons.

Companies in Nigeria, by using more than one method to address a specific leadership practice demonstrate this integrated approach to leadership development.

National and multi-national companies with Nigerian CEOs, who incidentally ascribed greater importance to contextually influenced leadership practices appear to favour context and experiential based leadership development methods such as on-the-job experience, learning by teaching and learning through others over knowledge based methods.

30.2.3 Leadership development for senior executives/business leaders in Nigeria

Despite there being an acknowledgement of the importance of contextually influenced CEO practices to long term and sustainable business growth, companies in Nigeria are paying more attention to the development of context neutral CEO practices than contextually influenced CEO practices. This could point to an over reliance on Western/developed economy based leadership development programmes which have tended to address context neutral practices which incidentally are found to be relevant in developed as well as emerging economies. There is therefore a need to translate the knowledge of the differences in contextually influenced practices to contextually based leadership development in Nigeria in order to prepare business leaders/CEOs to be more effective in this environment.

Specific context based discoveries of leadership development in Nigeria were made in this study.

HR executives of companies with Nigerian CEOs despite having affirmed moderate to high levels of inclusion of contextually influenced leadership practices in their senior leadership competence inventory and ascribed a higher level of importance to these practices did not appear to be paying as much attention to the purposeful development of these practices as HR executives of companies with expatriate CEOs that had declared similar or higher levels of inclusion in the leadership competence inventory but ascribed lower levels of importance to the practices.

HR executives of multi-national companies with Nigerian CEOs despite appearing to have the greatest understanding of the relevance and importance of contextually influenced

leadership practices to long term and sustainable business growth, were paying more attention to context neutral practices than contextually influenced practices.

These discoveries point to the practice, I earlier observed as a Nigerian CEO of a multi-national, of Nigerian CEOs intuitively engaging in contextually influenced practices therefore potentially reducing the recognition and necessity for more deliberate development of these practices. Informal engagement in these practices will not make for the sustainable development of business leaders that are not only relevant but effective in their respective contexts.

30.2.4 Leadership development in emerging economies

There is a widely acknowledged dearth of business leadership and leadership development research in emerging economies. This study by examining and exploring leadership practices relevant and important to different kind of companies operating in Nigeria and exploring whether and how these practices are addressed through leadership development methods has not only provided additional empirical support for contextual leadership theories and contextual leadership development but has also contributed to the small body of literature available on leadership development in emerging economies, Africa and Nigeria.

31.0 Conclusions and Implications of research project 3.

This study has discovered that HR executives in Nigeria are largely aware of contextually influenced and relevant CEO practices and their importance for long term sustainable business success, albeit at varying levels that could be attributed to the company type and CEO nationality status.

Through an improved understanding of the differences in CEO practices in an emerging economy this study has informed contextual leadership development by proposing that due to the presence and relevance of both context neutral and contextually influenced CEO practices in an emerging economy, Western based leadership development methods which tend to address context neutral practices must be combined with out of classroom experiential and other unique leadership development methods that address successful engagement in contextually influenced leadership development practices to develop business leaders that can be relevant and effective in an emerging economy context.

31.1 Limitations of the research

The primary source of data gathering for this study was a forced response survey of HR executives. This was thought to be the most expedient way to gather data in the limited time that was available and also provided a robust structure for the subsequent analysis of the data.

The inclusion of already established leadership development methods could have biased the responses. Interviews with HR executives and aspiring/potential CEOs might have been a better method to understand not only what leadership development methods were employed by the organisations but why they were employed, how they were employed and their perceived effectiveness in addressing the practice.

While the focus groups did help in the further clarification of research findings, especially the discovery of additional leadership development methods, the outcome of the deliberations of the focus group was limited by time and also by participation – only companies with Nigerian CEOs participated in the survey. Inclusion of all CEO and company types could have enriched the clarifications and led to even more relevant and robust explanation of findings.

In addition to the limited representation in the focus group sessions, my inability to get all HR executives of companies that participated in the earlier study (P2) to participate in this study resulted in a smaller sample size than I would have liked.

These considerations, especially given the underlying recognition of contextually influenced differences, mean that care needs to be taken in generalising these findings.

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AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
Harrison and Pelletier(1995)	CEO perceptions of strategic leadership	To ascertain leadership factors that contribute to the success of strategic leadership (successful implementation of strategic decisions) from the perspective of the CEO	Empirical - 61 CEOs in the Florida Bay area (US)	There is a positive and significant statistical correlation between determinants and outcomes of strategic decisions	<div>1) Assumes strategic leadership for the entire organisation</div> <div>2) Sets well defined objectives and defines tasks to achieve objectives</div> <div>3) Effectively interacts with stakeholders at the corporate level (stockholders, creditors, employees, suppliers, government, unions, competitors, local communities, general public</div> <div>4) Provides opportunities for participative decision making</div> <div>5) Leverages and utilises internal power structure to implement strategic decisions</div>
Bass (2007)	Executive and Strategic Leadership	To examine strategic leadership practices of CEOs and top management teams	US – several named examples	Not sure	<div>1) Create meaning and purpose for the organisation</div> <div>2) Maintain positive interpersonal relationships and confident</div>

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
					<p>speech</p> <p>3) Extract clear goals from complicated pattern of events</p> <p>4) Foster learning and creativity in employees</p> <p>5) Anticipate internal and external environmental changes</p> <p>6) Maintain a global mindset</p> <p>7) Meeting the diversity of the interest of multiple stakeholders</p> <p>8) Developing human capital and harness brainpower within the organisation</p> <p>9) Focus attention on outcomes and processes</p> <p>10) Building for the long term while meeting short term needs</p>
Wibowo and Kleiner (2005)	The Duties of a Chief Executive Officer	To describe what a CEO does in a company	Synthesis of information from different books and articles about CEOs /US	A CEO's practices and processes can be divided into 4 key areas – setting strategy and vision, building culture, building teamwork, allocating capital and ensuring good	<p>1) Sets strategy and vision</p> <p>2) Builds culture (what is rewarded and how it is rewarded)</p> <p>3) Builds teamwork</p> <p>4) Allocates capital and ensure good returns on capital invested</p>

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
				returns on capital invested	
Edwards (2000)	Chief Executive Officer behaviour: the catalyst for strategic alignment	To identify the behaviours exhibited by CEOs in implementing strategic change and aligning the organisation to implement the change	Empirical/US	Four (4) clusters of behaviour are necessary for CEOs to implement strategic change - communication, strategic interaction, resource utilisation and leadership.	US
Analoui and Karami (2002)	How CEO perception of the environment impacts company performance	To explore CEO perception of the relationship between environmental scanning, strategy formulation and alignment and firm performance	Empirical – 132 CEOs of SMEs in the UK	Strong relationship between firm performance and the presence of a formal environmental scanning system. Environmental scanning contributes to CEO strategic awareness which is an important determinant of firm performance	Environmental scanning of: <ul style="list-style-type: none"> - technological changes - competitors - economic trends - social and cultural trends - political and legal developments
Noel (1989)	Strategic Cores and Magnificent obsessions: discovering strategy formation through daily	To interpret, in the daily activities of CEOs the strategic core activities that enable us to understand how they influence	Empirical – 3 CEOs observed at close proximity for a month/Canada	Magnificent obsession or strategic core determined activities (importance and prominence given to)	1) Supervising and co-ordinating internal functions – especially those that have a direct influence/input to the strategic

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
	activities of CEOs	the strategy formation process		engaged in	<p>core as defined by the CEO</p> <p>2) Environmental activities concerning stakeholders – suppliers, competitors, customers, government, employees</p>
Westphal, Boivie and Ching (2006)	The Strategic impetus for social network ties – reconstituting broken CEO friendships	To examine whether CEOs maintain more informal ties with CEOs and leaders of other companies in order to manage uncertainty resulting from resource dependence	Empirical – over 200 CEOs in the Forbes index/US	CEOs maintain and reconstitute (if broken) informal friendship ties with counterparts in other firms to manage the uncertainty resulting from resource dependence. These ties provide the same benefits as more formal board interlock strategies without the ownership/control issues and institutional/regulatory constraints. Personal ties also facilitates information transfer between corporate	<p>1. Maintain informal friendship ties with :</p> <ul style="list-style-type: none"> - major suppliers and buyers - financial institutions and suppliers of capital - competitors (in conditions of low to moderate industry concentration)

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
				leaders	
Hagen, Hassan, Amin (1998)	Critical Strategic Leadership Components	To explore components of strategic leadership model and examine American CEO's perception and ranking of components	320 US CEOs	Determining strategic direction, exploiting and maintaining core competencies, developing human capital, sustaining effective corporate culture, emphasising ethical practices and establishing strategic control are the most critical components of strategic leadership	1) Determine strategic direction 2) Exploit and maintain core competencies 3) Develop human capital 4) Sustain effective corporate culture 5) Emphasise ethical practices 6) Establish strategic control
Waldman, Ramirez, House and Puranam (2001)	Does Leadership Matter? CEO Leadership attributes in conditions of perceived environmental uncertainty	To assess transactional and charismatic CEO leadership as predictors of financial performance	Empirical – 48 Fortune 500 firms /US	CEO charismatic leadership highly related to organization performance (Net Profit Margin) in an uncertain and volatile environment	Charismatic CEOs: <ul style="list-style-type: none"> - demonstrate determination when accomplishing goals - Build confidence - Make people feel good to be around them - Communicate high performance

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
					<p>expectations</p> <ul style="list-style-type: none"> - Generate respect - Transmit a sense of mission - provides a vision of what lies ahead
DeFrank, Matteson, Schweiger and Ivancevich (1985)	The impact of culture on the management practices of American and Japanese CEOs	To examine the impact of national culture on behaviour patterns, work attitudes and management practices of US and Japanese CEOs	Empirical – 171 US CEOs and 107 Japanese CEOs	<p>CEO practice influenced/fostered by culture and other sociological factors. The American people believe that society will prosper if individuals compete and seek to achieve personal gains without infringing upon the rights of others.</p> <p>(see Non-Western section for Japanese CEO practices)</p>	<p>(US CEOS)</p> <ol style="list-style-type: none"> 1) Top down decision making with clearly defined lines of individual authority and responsibility 2) Short term planning perspective (tradition of quarterly planning cycles) 3) Intensive individual competition – a need to aspire and achieve personal gain without infringing on the right of others.
Lewis (2002)	The Responsibility of the CEO – providing ethical and moral leadership	Practitioner literature – speech by CEO of Bank of America	Practitioner		<ol style="list-style-type: none"> 1) Leading and coaching others to exercise sound judgment 2)Influence culture everyday through

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
					<p>behaviour and actions</p> <p>3)Constant communication – talk about values and why they are important</p> <p>4) Creates an environment that tolerates and encourages open debate and questioning of decisions</p> <p>5) Create rewards and incentives for people that do the right thing</p> <p>6)Hire and fire according to culture</p> <p>7)Stands up for what he/she believes in</p>
Welch (2005)	Winning	Documentation of leadership experience at GE	Empirical – though limited to experience of one individual		<p>1) Upgrade the team using every encounter as an opportunity to evaluate, coach and build self-confidence</p> <p>2) Ensure the people see, live and breathe the vision</p> <p>3) Exude positive energy and optimism</p>

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL /SOURCE OF DATA	KEY FINDINGS	CEO PRACTICES
					<ul style="list-style-type: none"> 4) Establish trust with candor transparency and honesty 5) Make unpopular decisions and gut calls 6) Probe and push with a curiosity that borders on skepticism, making sure employees questions are answered with action 7) Inspire risk taking and learn by setting the example 8) Celebrate people.
Daniel 1992	Strategic Planning – The Role of the Chief Executive	To explore how CEO involvement enriches the process and outcomes of strategic planning	Theoretical	CEO involvement in the strategic planning process is critical and important and directly related to the financial performance of the organisation	<ul style="list-style-type: none"> 1) Create an atmosphere that encourages subordinates to be innovative and willing to take risks 2) Exhibits risk taking behaviour 3) Committed to strategic planning process and plan execution 4) Establish the importance of having an honest and realistic evaluation of current position 5) Temper managerial optimism that things are better than they are

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS/POTENTIAL UNDERLYING REASONS FOR DIFFERENCE	CEO PRACTICES
Cheung and Chan (2008)	Benefits of Hong Kong and Chinese CEOs Confucian and Daoist leadership styles	To examine the contribution of Chinese leadership styles (Daoist and Confucian) to organisational success	Empirical – 11 CEOs of Chinese origin in HK Chinese organisations	CEO practices influenced by key Chinese leadership styles of Confucianism and Daoism with some departures from the traditional Western leadership styles. Confucianism primarily based on the philosophy of definitionism, social harmony and relationalism. Daoism based on a philosophy of reversion (doing the opposite – follower, self-effacement, forbearance. An example of CEO practice influenced by culture).	<ol style="list-style-type: none"> 1) Regular and frequent contact with mass personnel 2) Build relationships through communication with colleagues in a collective way 3) Foster team spirit and support of each other 4) Take care of and be interested in employees 5) Empathise with staff 6) Motivate and build trust 7) Encourage loyalty and cohesiveness 8) Provide administrative back up in order to allow managers to focus

					<p>on the core</p> <p>9) Practise moderation by being objective and building employee confidence in the CEO</p> <p>10) Lead from behind, consult colleagues, offer credit for good performance</p> <p>11) Assist, support and delegate authority</p>
van de Merwe and van der Merwe (1985)	Strategic Leadership and the Chief Executive	To bring together the activities that shape the CEOs job and explore possible trends in background career route and behaviour patterns	Empirical – 50 CEOs of quoted South African companies	No apparent differences in South African CEOs and CEOs in developed economies.	<p>1) Determine overall objectives and plans</p> <p>2) Organise, develop and select key executives</p> <p>3) Establish and maintain external contacts (Board, customers, suppliers)</p> <p>4) Report and liaise with chairman and Board</p> <p>5) Make public speeches and important press statements</p>

					6) Acquisition and merger
Spencer, Rajah, Mohan, Lahiri (2008)	The Indian CEO: Competencies for success	To determine the competencies required to be a successful CEO in India	Empirical – public and private sector companies in India	<p>Several reasons for these unique competencies:</p> <ul style="list-style-type: none"> - role/importance of government – licenses, permits, permissions - patriotism and pride in India - great sense of social responsibility because of poverty (focus on the bottom of the pyramid) - networking to get ideas and information as this is not publicly available 	<p>1) Entrepreneurial drive – single minded focus on growth</p> <p>2) Adapting ideas and technology to Indian conditions (adaptive thinking)</p> <p>3) Networking</p> <p>4) Working to make India great</p>
Heidrick and Struggles (2006)	Executive Leadership in China	To explore the issue of executive management in China	Empirical – 148 executives in China (Chinese, US and Asia)	<p>Culture seems to be the one uniqueness that drives differences in behaviours and practices</p>	<p>1) take care of and be interested in staff, empathise with staff</p> <p>2) show humility and respect</p> <p>3) establish close ties with government officials and other local stakeholder groups</p> <p>4) frequently function as the</p>

					<p>public face of the organisation – media interviews, giving speeches and participating in locally sponsored business forums</p> <p>5) Create team spirit and share successes</p> <p>6) Emphasise relationships</p> <p>7) Give hierarchy prominence and priority – Confucianism concept of giving and saving face</p> <p>8) Display short term orientation</p>
DeFrank, Matteson, Schweiger and Ivancevich (1985)	The impact of culture on the management practices of American and Japanese CEOs	To examine the impact of national culture on behaviour patterns, work attitudes and management practices of US and Japanese CEOs	Empirical – 171 US CEOs and 107 Japanese CEOs	CEO practice influenced/fostered by culture and other sociological factors. Such as a long history and feudal system and traditionally taken for granted long-term business financing.	<p>(Japanese CEOs)</p> <p>4) Find ways to sustain the present harmony within the organisation (not come up with innovative ideas)</p> <p>5) Communicate and seek input lower</p>

					<p>down organizational hierarchy when making decisions</p> <p>6) Long term planning perspective</p> <p>7) Intensive competition overlaid with a ‘guilt of co-operation” (fierce collective competition. Ruthless competition between individuals is considered unjustified)</p>
Sawyerr (1993)	The search for external strategic information: An examination of Nigerian executives	To examine how executives in manufacturing firms on Nigeria obtain information needed for the operation of their firms.	47 CEOs in Nigeria	Management practice will vary based on economic, social and political context. Management practice effective in one context may not necessarily be effective in another.	<p>1) Use internal, personal sources most frequently and external personal sources less frequently</p> <p>2) Maintain close personal contacts with high ranking government officials to obtain information for planning future</p>

					operations
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AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS/POTENTIAL UNDERLYING REASONS FOR DIFFERENCE	CEO PRACTICES
Cheung and Chan (2008)	Benefits of Hong Kong and Chinese CEOs Confucian and Daoist leadership styles	To examine the contribution of Chinese leadership styles (Daoist and Confucian) to organizational success	Empirical – 11 CEOs of Chinese origin in HK Chinese organisations	CEO practices influenced by key Chinese leadership styles of Confucianism and Daoism with some departures from the traditional Western leadership styles. Confucianism primarily based on the philosophy of definitionism, social harmony and relationalism. Daoism based on a philosophy of reversion (doing the opposite – follower, self effacement, forbearance. An example of CEO practice influenced by culture).	12) Regular and frequent contact with mass personnel 13) Build relationships through communication with colleagues in a collective way 14) Foster team spirit and support of each other 15) Take care of and be interested in employees 16) Empathise with staff 17) Motivate and build trust 18) Encourage loyalty and cohesiveness 19) Provide administrative back up in order to allow managers to focus on the core 20) Practice moderation by being objective and building employee confidence in the CEO 21) Lead from behind, consult

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS/POTENTIAL UNDERLYING REASONS FOR DIFFERENCE	CEO PRACTICES
					colleagues, offer credit for good performance 22) Assist, support and delegate authority
van de Merwe and van der Merwe (1985)	Strategic Leadership and the Chief Executive	To bring together the activities that shape the CEOs job and explore possible trends in background career route and behaviour patterns	Empirical – 50 CEOs of quoted South African companies	No apparent differences in South African CEOs and CEOs in developed economies.	7) Determine overall objectives and plans 8) Organize, develop and select key executives 9) Establish and maintain external contacts (Board, customers, suppliers) 10) Report and liaise with chairman and Board 11) Make public speeches and important press statements 12) Acquisition and merger
Spencer, Rajah, Mohan, Lahiri (2008)	The Indian CEO: Competencies for success	To determine the competencies required to be a successful CEO in India	Empirical – public and private sector companies in India	Several reasons for these unique competencies: - role/importance of government – licenses, permits, permissions - patriotism and pride in India - great sense of social responsibility because of poverty (focus on the	5) Entrepreneurial drive – single minded focus on growth 6) Adapting ideas and technology to Indian conditions (adaptive thinking) 7) Networking 8) Working to make India great

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS/POTENTIAL UNDERLYING REASONS FOR DIFFERENCE	CEO PRACTICES
				<p>bottom of the pyramid)</p> <ul style="list-style-type: none"> - networking to get ideas and information as this is not publicly available 	
Heidrick and Struggles (2006)	Executive Leadership in China	To explore the issue of executive management in China	Empirical – 148 executives in China (Chinese, US and Asia)	Culture seems to be the one uniqueness that drives differences in behaviours and practices	<p>9) take care of and be interested in staff, empathise with staff</p> <p>10) show humility and respect</p> <p>11) establish close ties with government officials and other local stakeholder groups</p> <p>12) frequently function as the public face of the organization – media interviews, giving speeches and participating in locally sponsored business forums</p> <p>13) Create team spirit and share successes</p> <p>14) Emphasise relationships</p> <p>15) Give hierarchy prominence and priority – Confucianism concept of giving and saving face</p> <p>16) Display short term</p>

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS/POTENTIAL UNDERLYING REASONS FOR DIFFERENCE	CEO PRACTICES
					orientation
DeFrank, Matteson, Schweiger and Ivancevich (1985)	The impact of culture on the management practices of American and Japanese CEOs	To examine the impact of national culture on behaviour patterns, work attitudes and management practices of US and Japanese CEOs	Empirical – 171 US CEOs and 107 Japanese CEOs	CEO practice influenced/fostered by culture and other sociological factors. Such as a long history and feudal system and traditionally taken for granted long term business financing.	(Japanese CEOs) 8) Find ways to sustain the present harmony within the organization (not come up with innovative ideas) 9) Communicate and seek input lower down organizational hierarchy when making decisions 10) Long term planning perspective 11) Intensive competition overlaid with a ‘guilt of co-operation’ (fierce collective competition. Ruthless competition between individuals is considered unjustified)
Sawyer (1993)	The search for external strategic information: An examination of Nigerian executives	To examine how executives in manufacturing firms in Nigeria obtain information needed for the operation of their firms.	47 CEOs in Nigeria	Management practice will vary based on economic, social and political context. Management practice effective in one context may not necessarily be effective in another.	3) Use internal, personal sources most frequently and external personal sources less frequently 4) Maintain close personal contacts with high ranking

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS/POTENTIAL UNDERLYING REASONS FOR DIFFERENCE	CEO PRACTICES
					government officials to obtain information for planning future operations

Appendix 4 CEO practices in an uncertain environment

AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS	CEO PRACTICES
Daft, Sormunen and Parks (1988)	Chief Executive scanning, environmental characteristics and company performance: an empirical study	To examine chief executive officer environmental scanning practices/behaviours across sectors in conditions of strategic uncertainty	Empirical - 41 CEOs and 8 top management team executives	Uncertainty will not lead to increased scanning by CEOs unless the sector is deemed to be important to organisational performance.	<ol style="list-style-type: none"> 1) Scan the environment indirectly through written internal and external info and directly through internal and external personal interaction 2) CEOs of high performing firms scan the environment more often and more broadly than CEOs of lower performing firms 3) Rely on direct contact with key environmental sources i.e. personal sources for data and information
de Hoogh, den Hartog, Koopman, Thierry, van den Berg, van der Weide and Wilderom (2004)	Charismatic leadership, environmental dynamism and performance	To examine the relationship between charismatic leadership at the CEO level and perceptual (subordinates work attitude) and organizational (profitability) outcomes under different levels of environmental uncertainty	Empirical – CEO administered survey to 9 direct reports	Charismatic leader behaviour is positively related to subordinate's positive work attitude and organizational profitability especially in conditions of environmental uncertainty. (type of CEO – employee or owner – appears irrelevant)	<ol style="list-style-type: none"> 1) Providing meaning and a vision 2) Emphasises the importance of being committed to organization values and beliefs 3) Challenges followers 4) Displays conviction of his or her ideals/beliefs and values 5) Behaves in ways that followers admire 6) Acts as a role model
Koufopoulos and Chryssochoidis (2000)	The effects of an uncertain country environment upon	Exploratory study of strategic planning practices in Greece	Empirical – 49 CEOs	Strategic planning practices of CEOs are the same in uncertain or stable country	<ol style="list-style-type: none"> 1) Establish objectives 2) Define the mission statement 3) Make final choice of strategy

	leadership and strategic planning practices			contexts	
Heifetz and Laurie (1997)	The work of leadership	Not applicable	Empirical – KPMG Netherlands	Adaptive work is required when the deeply held belief of leaders are challenged, the values that made them successful are no longer relevant and competing perspectives emerge	<ol style="list-style-type: none"> 1) See the context for change, recognize patterns and trends 2) Have an external/customer focus vs. an internal focus 3) Understand the organisation's capacity for change and ability to withstand stress and manage the process accordingly 4) Confront tough tradeoffs, counteract distractions, reframe and unbundled issues 5) Support rather than control people. Instill confidence and back employees up when they make mistakes 6) Rely on others in the business to raise questions that may indicate an impending adaptive challenge and provide cover when they do.
Simon (1993)	CEO views on good management practices in Australia	Exploratory study to canvass the views of CEOs on the principles of good management practice in a turbulent environment	115 CEOs – Victoria, Australia	Principles of good management (CEO) practice appeared not to change much despite significant changes in the external environment	<ol style="list-style-type: none"> 1) Retaining staff morale and enthusiasm at high levels 2) Exhibit creative lateral thinking 3) Listen to staff (learn rather than teach, listen rather than talk) 4) Provide good/excellent customer service 5) Reading market shifts and fully understanding the business

					6) Focus on goals 7) Financial acumen 8) Focus on business ethics
El Sawy (1985)	Personal Information systems for strategic scanning in turbulent environments	To understand strategic scanning processes of CEOs and draw some implications for designing information systems that will enhance same	Empirical – 37 CEOs, Silicon Valley (in America)	CEOs of mid-size companies in Silicon Valley are systematic scanners and their information sources are limited, personal and external to the organisation	1)Actively scan the environment 2)Rely on external personal sources for strategic information 3) Do not delegate scanning because information available because of status and strategic insights may be minimal at best.
Sawyerr, Ebrahimi and Luk (2003)	Environment, Executive Information search activities and firm performance	To examine environmental scanning and information search activities of senior executives in Nigerian and Hong Kong	Empirical – 47 Nigerian CEOs, 54 Hong Kong CEOs	There are similarities and differences between Nigerian and Hong Kong decision makers in their relationships between perceived strategic environmental uncertainty, environmental scanning and information sources used	1) Executives in both countries increased their search for external strategic information to aid them in addressing high levels of perceived environmental uncertainty (PEU) 2) As PEU increased, Nigerian leaders relied on impersonal and not personal sources of information – explained by high power distance in African organizations that manifest in distrust between leaders and follower. Executives view impersonal sources as more balanced and motiveless and therefore more trustworthy 3) Executives in both countries viewed

					their environments as equally uncertain at the time of the study but in Nigeria scanning behaviour and organizational performance had a strong relationship whereas in Hong Kong the relationship appeared weak
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AUTHOR	TITLE	RESEARCH OBJECTIVE	THEORETICAL OR EMPIRICAL	KEY FINDINGS	CEO PRACTICES
Sawyerr (1993)	The search for external strategic information: an examination of Nigerian executives	To examine how executives of manufacturing firms in Nigeria obtain information needed for the operation of their firms (comparison of practices with US executives)	Empirical – 47 CEOs/designated representative	Effective management (CEO) practices in one economic, political and social context will not necessarily be the most effective in another	<div>1) Use internal personal sources most frequently as a source of strategic information and external personal sources least frequently – mostly as a result of a lack of trust of personal information originating outside the firm.</div> <div>2) Maintain close personal contacts with high ranking government officials to obtain information for planning future operations</div>

Appendix 6 Empirical studies with CEO nationality status explicitly stated

	Author	Research Objective	CEO participation sample	CEO status explicitly stated
1	Harrsion and Pelletier(1995)	To ascertain leadership factors that contribute to the success of strategic leadership (successful implementation of strategic decisions) from the perspective of the CEO	61 CEOs in the Florida Bay area (US)	No
2	Edwards (2000)	To identify the behaviours exhibited by CEOs in implementing strategic change and aligning the organisation to implement the change	Empirical/US	No
3	Analoui and Karami (2002)	To explore CEO perception of the relationship between environmental scanning. Strategy formulation and alignment and firm performance	132 CEOs of electrical and electronic engineering SMEs in the UK	No
4	Noel (1989)	To interpret, in the daily activities of CEOs the strategic core activities that enable us to understand how they influence the strategy formation process	3 CEOs of Canadian companies	Yes
5	Westphal, Bovie and Ching (2006)	To examine whether CEOs maintain more informal ties with CEOs and leaders of other companies in order to manage uncertainty resulting from resource dependence	Approx. 200 CEOs in the US Forbes index	No
6	Hagen, Hassan, Amin (1998)	To explore components of strategic leadership model and examine American CEOs' perception and ranking of components	320 US CEOs	No
7	Waldman, Ramirez, House and	To assess transactional and charismatic CEO leadership as predictors of financial	48 (131) CEOs of Fortune 500 firms in the /US	No

	Author	Research Objective	CEO participation sample	CEO status explicitly stated
	Puranam (2001)	performance		
8	DeFrank, Matteson, Schweiger and Ivancevich (1985)	To examine the impact of national culture on behaviour patterns, work attitudes and management practices of US and Japanese CEOs	171 CEOs of Fortune 500 companies in the US and 107 Japanese CEOs of top 400 companies in Japan	US CEOs No
9	Cheung and Chan (2008)	To examine the contribution of Chinese leadership styles (Daoist and Confucian) to organisational success	11 Hong Kong Chinese CEOs	Yes
10	van de Merwe and van der Merwe (1985)	To bring together the activities that shape the CEOs job and explore possible trends in background career route and behaviour patterns	50 CEOs of quoted industrial companies in South Africa	No
11	Spencer, Rajah, Mohan, Lahiri (2008)	To determine the competencies required to be a successful CEO in India	Indian CEOs of public and private sector companies (number not specified)	Yes
12	Heidrick and Struggles (2006)	To explore the issue of executive management in China	148 executives in China of Chinese, US and Asia descent	Yes
13	Sawyers (1993)	To examine how executives in manufacturing firms on Nigeria obtain information needed for the operation of their firms.	47 CEOs in Nigeria	No
14	Daft, Sormunen and Parks (1988)	To examine chief executive officer environmental scanning practices/behaviours across sectors in conditions of strategic uncertainty	41 CEOs and 8 top management team executives of independent (no parent company) companies in the US	No

	Author	Research Objective	CEO participation sample	CEO status explicitly stated
15	de Hoogh, den Hartog, Koopman, Thierry, van den Berg, van der Weide and Wilderom (2004)	To examine the relationship between charismatic leadership at the CEO level and perceptual (subordinates work attitude) and organisational (profitability) outcomes under different levels of environmental uncertainty	54 CEOs in the Netherlands	No
16	Koufopoulos and Chryssochoidis (2000)	Exploratory study of strategic planning practices in Greece	49 Greek CEOs of national and foreign companies	Yes
17	Simon (1993)	Exploratory study to canvass the views of CEOs on the principles of good management practice in a turbulent environment	115 CEOs of ad agencies in Victoria, Australia – Victoria, Australia	No
18	El Sawy (1985)	To understand strategic scanning processes of CEOs and draw some implications for designing information systems that will enhance same	37 CEOs in Silicon Valley, US	Yes
19	Sawyerr, Ebrahimi and Luk (2003)	To examine environmental scanning and information search activities of senior executives in Nigerian & HK	47 CEOs in Nigeria, 54 CEOs in Hong Kong	No

Appendix 7 CEO diary template

TYPE OF INTERACTION			PURPOSE OF MEETING/EVENT	EXPECTED OUTCOME OF MEETING/EVENT	TIME SPENT (HRS)APPROXIMATE
Meetings	Scheduled	Internal			
		External			
	Unscheduled	Internal			
		External			
Events ((Business)					
Events (Social)					
Administration	Correspondence (Sending and responding including emails)				
	Diary management				
	Conference calls				
	Telephone Calls				
Personal Time/Time on your own	Planning				
	Meditation/Thinking				
	Personal Matters				
Other					

TYPE OF INTERACTION			PURPOSE OF MEETING/EVENT	EXPECTED OUTCOME OF MEETING/EVENT	TIME SPENT (HRS)APPROXIMATE
Meetings	Scheduled	Internal			
		External			
	Unscheduled	Internal			
		External			
Events (Business)					
Events (Social)					
Administration	Correspondence(Sending and responding including emails)				
	Diary management				
	Conference calls				
	Telephone Calls				
Personal Time/Time on your own	Planning				
	Meditation/Thinking				
	Personal Matters				
Other					

This interview will be conducted after the compilation and analysis of a record of the CEOs activities over a continuous 7-day period i.e. the diary study.

Interview Objectives

The diary study has charted what a CEO does in a specific working week. The objective of the interview is to gain further understanding as to why a CEO does the things he does and to what extent contextual and other influences inform why he does these things.

Interview Pre-ambles/Introductory Comments

There is ample empirical evidence to support the notion that leadership behaviours, practices and processes are moderated by the environment/context in which that leadership is enacted.

However, a significant proportion of this research has been conducted in developed/industrialised markets and has failed to distinguish between generic contextual influences and influences that are specific to the CEO and the organisation that he/she runs. My research interest is in exploring the behaviours and practices of CEOs in emerging markets and to try to understand why CEOs think specific activities are important in their roles. I will be looking at Nigerian CEOs and expat CEOs in my study.

This interview is semi-structured to ensure equivalence in the data that I am gathering from a number of CEOs.

The interview is in 2 parts and will take approximately 45 - 60 minutes.

If it is OK with you, I will be recording/taking notes.

Part 1 comprises a review of the diary template that you completed and submitted to me earlier. Your diary records where you were and with whom. I'd like to understand more the purpose and outcome of you spending your time in that way.

Part 2 comprises 4 questions about your view of the business environment.

Questionnaire – Part 1

“Executives have many demands on their time; can play many roles in their business and often have many priorities that they are seeking to pursue and fulfil. Meetings and events are therefore often used for multiple purposes. To understand more about your role as CEO I’d like to ask you briefly about each of the activities/appointments in your diary during that week- specifically what your purpose was in attending and from your point of view, what the outcome of the meeting was.”

Part 2

I’d like now to ask you about how you see the business environment of your business and about how that influences your activity and attention.

1. What are the major threats and opportunities to your business?
2. For each of these threats and opportunities would you say they are either :-
 - a. Specific to your business? Why?
 - b. Common to your industry?
 - c. Common to your competition?
 - d. Common to other companies outside your industry but operating in Nigeria?
3. What have these challenges and opportunities meant for you personally as CEO and how does this translate into where and how you spend your time and effort as CEO?
4. In what ways have these activities influenced business performance?
5. What influence if any does your local vs. expat status have on how you see your responsibilities and where you focus your activities as CEO?
6. What influence if any does the national vs. multi-national nature of your organization have on how you see your responsibilities and where you focus your activities as CEO?

Nigerian CEOs of national companies

	CEO Practice	Aligned activity in diary record
1	Driving innovation	Meeting with advisors in preparation of the launch of a scheme that will be the first such scheme in the industry.
2	Strategic thinking	Time on own to review execution of laid down goals, how to move the company to the next positive level.
3	Marketing	Meetings with communications consultant to discuss brand strategy and advert campaign for current year, visits to brokers and clients to strengthen existing business relationships, meetings with foreign business partners to discuss business for the coming year , meetings with potential partner to agree modalities for a joint promotion, attending an exhibition to get new ideas and opportunities for the business, attending in-store promo for company products to get a better understanding of consumer needs; meetings with clients and prospective clients to discuss request for facilities and other financing and banking requirements.
4	Engaging the workforce	Mentoring meeting with staff to coach them on how to pass professional exams; addressing new trainees on the vision, mission and values of the bank; staff briefing to give them information of what is going on in the company; declaring a subsidiary management conference open; attending internal long and good service award ceremony and give out awards to boost employee morale.
5	Engaging the top management team	Meetings with TMT to discuss strategy, business performance, financial accounts, budget, cash flow, production, procurement.
6	Leveraging the network	Lunch meeting to strengthen existing business relationship, attending a funeral event (relation to someone who had given him two jobs in the past), host business school alumni.
7	Environmental scanning	Making telephone calls that will provide access to business information that will improve the company’s performance; telephone discussions with staff on the field to get information on the market ; meeting with former exec director to discuss state of the economy, country etc; read papers and international news magazines.
8	Empowering the workforce	
9	Driving and sustaining culture	Factory rounds to have direct exposure to factory problems , observe staff at work and provide prompt practical solutions
10	Execution management and monitoring	Meeting with TMT /EXCO to link together all departmental issues that contribute to the smooth running of the organisation and have a tactical plan for the following week.
11	Demonstrate presence	Attend 80 th birthday of a friend’s mother.
12	Legacy	Meeting with mentee to teach him/her how to write a business plan and how to raise funds for growing business. Mentoring session on brand management to groom young entrepreneurs in the public relations industry.
13	Stewardship	
14	Advocacy	Attend industry forum with bank CEOs and regulators to understand policies and impact on the business;
15	Managing irrational requests	
16	Engaging with external stakeholders	Meeting with bankers to review company accounts with a view to restructuring bank facilities, meetings with third party service providers to discuss 2010 plans, meeting with suppliers to negotiate extended credit facility, dinner with energy consultants to discuss company energy needs; discuss sponsorship request of event; meeting with government agency (environmental protection) on environmental issues that concern production operations; meeting with distributors.
17	Skills and talent development	Meeting with HR consultant to agree training development intervention for managers
18	Connecting the parent company with the domestic company	

Expatriate CEOs of national companies

	CEO Practice	Aligned activity in diary record
1	Driving innovation	
2	Strategic thinking	Solitary time to review strategic plan and think through how to re-enforce organisational standards, processes and procedures to improve processes, controls and compliance, reviewing options in developing 5 year ICT strategy.
3	Marketing	Meetings with key customers to build stronger customer relationships and improve customer care and satisfaction, UPS seminar to gain product familiarity, site visits to ongoing projects, package tender documents, preparing proposals, interview with local newspaper to increase exposure of company, meeting with marketing team to review progress on promotions project, visit to supermarket to assess shelves and meet promotional team.
4	Engaging the workforce	Dinner in management guest house to have informal discussions with managers, various interactions with management staff to boost morale, meeting with GM HR and Union executives to resolve industrial relations issues, offsite meetings with top 40 managers, walk around site for weekly casual interactions with staff (Friday chats) to check morale and relationships, mentoring sessions with managers.
5	Engaging the top management team	Daily muster to plan and share activities of the day with field staff, meeting with senior managers to resolve dispute
6	Leveraging the network	Dinner with architect and prospective contractor MD, attend Lagos Caledonia Society for Honorary pipers ceremony, committee meeting of Lagos Caledonia Society, British business event at British high commission, dinner with lawyers
7	Environmental scanning	Reading international news magazines for economic news updates, reading local newspapers.
8	Empowering the workforce	
9	Driving and sustaining culture	Meeting with HR and Admin to improve organisation culture, staff commitment and productivity
10	Execution management and monitoring	Meetings with production director, finance director, gm sales to approve capex and other operational issues, Operational meetings and conference calls with management team to review business performance, business plans, procurement and supply to identify performance issues and effectively deal with them for enhanced business results – market share, capacity utilization, product visibility and customer satisfaction.
11	Demonstrate presence	Oil and gas exhibition
12	Legacy	
13	Stewardship	
14	Advocacy	Association of food beverage and tobacco employers (AFBTE) scheduled, but later cancelled.
15	Managing irrational requests	
16	Engaging with external stakeholders	Meeting with port operations personnel to facilitate faster clearing of goods, providing statutory returns to regulators; meeting with bankers to improve working relationship for mutual benefit; meeting with national park officer to discuss how company might support local project; meeting with local government chairman to discuss outstanding issues regarding local government; meeting with immigration officers to discuss immigration issues of expatriate staff, delivering tender documents to main contractor to help build relationship, courtesy call from bankers, conference call with chairman, walk to customer depot and greet and interact with customers, debrief suppliers after meeting, social dinner with a supplier, visit by supplier.
17	Skills and talent development	Participate in staff appraisal exercise review to identify high performers, identify cost implications of performance rewards and set directives for staff individual development plans; meeting with overseas partner to agree mutual co-operation that will develop staff capabilities through overseas training programmes; meeting with training provider to train executives on stress management.
18	Connecting the parent company with the domestic company	Meetings with Group President (company is part of a national industrial Group) to discuss company performance, new projects and other business related issues.

Nigerian CEOs of multi-national companies

	CEO Practice	Aligned activity in diary record
1	Driving innovation	
2	Strategic thinking	Several hours indicated in diary study as to where their planning activities were specifically focussed.
3	Marketing	Attend send off for outgoing MD of a client, attend client reception, meetings with State Governors to generate new business, made presentation at industry conference, client meetings to discuss business opportunities, meetings with prospective clients, presentations to client.
4	Engaging the workforce	Interactive sessions with senior management in a social setting, mentoring sessions with members of staff , planning send forth for exiting staff.
5	Engaging the top management team	Financial and business performance review, argument and problem resolution, update of required tactical initiatives to achieve strategies, balance sheet strategy, reviewing presentations on new business from department, agreeing expectations with incoming top management team head from corporate office, achieving cohesion and alignment towards achievements of corporate business objectives, meetings to prepare for client presentations, discussions on the way forward for departments.
6	Leveraging the network	Attended a birthday party for social capital , dinner with industry distributors to develop network, engagement ceremony of advertising colleagues child
7	Environmental scanning	Discussing industry developments with accounting and consulting firm , attend international conference targeted at CEOs to get a better understanding of the Nigerian economy within the global context for 2010 and beyond in order to provide strategic input into the planning process.
8	Empowering the workforce	
9	Driving and sustaining culture	
10	Execution management and monitoring	Meeting with TMT to review financials, resolve problems and balance sheet strategy
11	Demonstrate presence	Attending funeral of a business associate , wedding ceremony of friends daughter
12	Legacy	Advising an external mentee on his business plan,
13	Stewardship	
14	Advocacy	Industry association meeting for an industry update and clearer understanding of the positioning of the regulatory authority, courtesy visit from industry association , council meeting of Lagos Business school as VP of alumni.
15	Managing irrational requests	
16	Engaging with external stakeholders	Support for a funeral of an ex-director, meetings with government agencies to understand policy direction and impact of programmes on the business, meetings with key distributors to get better alignment with them.
17	Skills and talent development	Recruitment planning for senior open positions, conducting interviews.
18	Connecting the parent company with the domestic company	Conference call to review status of initiatives and actions to resolve roadblocks to business growth, periodic regional conference call to review company performance.

Expatriate CEOs of multi-national companies

	CEO Practice	Aligned activity in diary record
1	Driving innovation	
2	Strategic thinking	Restructure planning, strategic planning
3	Marketing	Hosted investor forum for brand building, meeting with clients to address concerns, new concepts and business and discuss ongoing projects , meeting with customers to get feedback on products and services, contracting with advertising agencies, new publications committee meeting, meeting with marketing and sales team, meeting with sales director and business development director.
4	Engaging the workforce	Full day communication session for senior management of bank to update them on 'goings on' in the bank, attending social events for and with staff to boost employee morale, ad hoc staff meetings to resolve project and personnel issues and keep staff informed about operations so that they can support management decisions, introduce new staff to the company, finalise long term incentive participants.
5	Engaging the top management team	Business review focused on revenue generation, risk management and general performance to drive/measure key revenue lines, resolution of project and personnel issues, ensure proper actions are in place and support solutions agreed upon, communicate feedback from Board Meetings to ensure common understanding and actions implemented, Operational exco meetings, agree objectives and action steps for 2010 business development plan, meeting with Finance team on preparation for AGM, discuss job schedule for new HR manager, management committee meeting, preparation for Board meeting with ED and CFO.
6	Leveraging the network	Attended farewell cocktail for MD of consulting partners.
7	Environmental scanning	
8	Empowering the workforce	
9	Driving and sustaining culture	
10	Execution management and monitoring	Reviewing operational reports, budget overview with finance team, revised sales budget meeting.
11	Demonstrate presence	Attending to requests for immediate and urgent meetings on project related matters, VIP clients that cannot be resolved at project level
12	Legacy	
13	Stewardship	
14	Advocacy	Attend industry forum with bank CEOs and regulators
15	Managing irrational requests	
16	Engaging with external stakeholders	Hosted investor forum for investor education, participation in embassy and charitable organization events as a contribution to corporate social responsibility, meeting with key government official to gain support for supply issues, preparation for board meeting, preparation for send forth for Chairman, meeting with Authors on royalty matters, meeting with sales contractors, meeting with stakeholders of bulk orders, meeting with company chairman, meeting with external auditors, briefing international directors, dinner with international directors, meeting with landlord regarding services, prepare and delegate NAICOM audit responsibilities
17	Skills and talent development	Meeting/dinner with HR services provider of the company to obtain feedback on courses delivered, conducting interviews to fill open manager and Board positions, meetings with 'high potential' employee to get feedback on the company and on their satisfaction working for the company, discuss and finalise offer letter to internal auditor, induction to introduce new appointees to company, discuss new remuneration model
18	Connecting the parent company with the domestic company	Conference calls with colleagues in head office to ensure local project is delivered on time, dinner with directors from head office, conference calls on various product related matters with the Group Product development unit, Conference call regarding capitalisation and shareholder fees and merger, meetings with international directors (from Group) prior to board meeting, conference call with UK finance team, conference call on Eko project, conference call with UK team, conference call with US team, conference call with head office to give feedback on shareholder matters

9.

Nigerian CEOs of national companies**Threats**

“Major challenge is uncertainty.”

“(Lack of) infrastructure, telecoms, roads.”

“But if we had reasonable security we wouldn’t need to hire 3000 guards.”

“The quality also of human resources available to you is another issue.”

“Get it (deposits) at all costs – bribe people, prostitute girls, girls bringing in deposits”

“We need 24 hour power and we need to generate most of it ourselves.”

“Infrastructural challengessocial and physical infrastructure...physical infrastructure – energy, power related issues.”

“Multiple issues around regulation and changes itself in government.”

“A predatory approach to taxation by government.”

“There are also talent issues.”

“...at micro level you have challenges of consumer, purchasing power issues.”

“..imported goods- they are banned really, but they are coming in and they are selling them at cheaper rates than we can sell.”

“Power, multiple taxation this and that.”

“Government policy. Sales tax, VAT. Federal Government and Lagos State are collecting the same thing. WHT, education tax.”

“Awareness and acceptability of products that we sell.”

“Market penetration is low.”

“Yes, threats in terms of skills.”

“A chunk of our business is actually being legislated away...actually some of the key products in insurance will actually be wiped away if we are not careful.”

“I’m saying the environment is politically unstable.”

“20 million deficit of housing structure that is a huge opportunity....about 200% existing capacity of the paint industry.”

“Government still controls the commanding heights of construction end in spite of everything you see. Government is sitting on over 80% of the business.”

“Government is charging you outrageously.”

“...because of the quality of purchasing power which is extremely low, what the manufacturers are doing within our sector is to try as much as possible to adulterate and fake.”

“On a single street (in Nnewi) you will find 20 paint companies.”

“The regulatory environment is unsteady”

“There is a high level of infrastructural deficit that challenges every budget”

“difficulties in assessing those kinds of things that support the business, for example, funding and financing”

“high level of corruption in the system also puts a lot of constraints on business managers”

“work attitude of Nigerians in employment also creates a small challenge.”

“policy inconsistency and disruptive development that make long term planning and cohesive planning a big challenge.”

“...in the whole economy, nobody is keeping to the rules.”

Opportunities

“The returns more than justify the effort that you put into it I don’t know anywhere else where you can make that kind of money.”

“In a population of 140 – 150m in developing economies, it is not unusual to have a (banking) penetration rate of 80 to 90%, here it is less than 10%.”

“..the law has assisted in helping us...the enforcement of the different laws that are in existence that people don’t know...the oil and gas, the law has helped also in that regard in terms of local content.”

“If you can develop the capacity, the business is there.”

“In terms of potential, you could say that there is potential in the industry because we have not tapped into all the areas we ought to be in.”

“We sell anything we produce. It’s a huge market.”

“...the opportunities as I said is that there is the issue of a large market”

Expatriate CEOs of national companies

Threats

“Poor government decision making e.g. unbanning of products with no notice to indigenous manufacturers of products.”

“Corruption , extortion and bribery.”

“Lack of infrastructure and the inability of government to put in place structures that are viable and able to sustain businesses like ours.”

“Excess tariffs and duties on our products.”

“Highly politicised environment.”

“The oversaturation of telecoms industry with big players ...it puts pressure on our regulators to make decisions, like bringing number portability in too early.”

“The lack of fiscal policy.”

“The cost to run a business in Nigeria is 3,4 times what it is anywhere else in the world.”

“The lack of power, the lack of security, the lack of import-export procedures.”

“So from a macro point of view, it all has to do with government enforcing those rules.”

“Talent in Nigeria is plenty but most of them go outside because they are not well rewarded in this country. So we need to build and harness our skill set in this economy. So talent management is a very big issue in this country.”

“Now the banking crisis incapacitated us because the dealers no longer can borrow money and have bank guarantees to distribute so their ability to take in additional air time which the market demands is limited”

“Our stock exchange is a major issue, we are not training people to understand what our growth stock should be.”

“Here, nobody knows, there is no clarity, there is no transparency.”

“Tribal family and friends issue is a big problem in Nigeria to date.”

“There are too many players in the telecoms CDMA and those players are extremely irrational and unprofessional.”

“We don’t enforce rules in this country.”

“unattractions were security”

“Clearly, one of them I would decide and tell you as infrastructure”

“...not marketing infrastructure but manufacturing infrastructure.”

“there is very epileptic power.”

“The second is logistics....because the road conditions are not so good.”

“The third factor, I think, is not enough data.”

“Well, I think you know first of all you have to realise that just the fact that there is a great deal of poverty.”

“..government policy here is so fluid.”

“you don’t get an award just because you are the best or you have the best plans. You get the award because you know the right people and know how to talk to them.”

“Even if you get the job, the biggest problem is getting the payment done. Nobody sticks to the contract, ever....but it is a really serious threat to your cashflow or your cashflow is a serious threat to your business.”

“where oil revenue is high, corruption is high because there is so much to gain and everybody wants a share of it.”

“Then of course, you have all the official stuff like all the taxes and small things. So doing business here is very difficult”

“We can carry a barge from here to there without ten government agencies on your neck for all kinds of fees”

“The cost of living and doing business here is much higher than anywhere else in the world”

“So the cost of living here is one major factor that makes it difficult”

“So we have to compete at the rate of our competitors here, the small tugs. They all operate on a very substandard level”

“The problem of infrastructure and that is basically the main problem for the job I have now”

“Every morning I call my production manager, operations manager and ask how power is doing and how that affects our freezing system.”

Traffic*

Corruption *

Power *

Opportunities

“Great potential (i.e. the Nigerian market) and yes we can produce more commodities than we produce and there will be a market for it.”

“..we are seeing Nigeria even as we have internal pressures as country people are still hungry for telecoms services.”

“So we are sitting on a goldmine in Nigeria, a goldmine.”

“I could clearly see that the food industry here has a big opportunity”

“The Nigerian market from my viewpoint always represents huge opportunities just because of the size of the country, population wise”

“so, the pros is there is not much competition”

“If you look at Nigeria in general, there is a lot of untapped potential in the market.”

Opportunities in Nigeria arise out of shortcomings in the country. People are starting to look for quality (in construction)*

(*) paraphrased as CEO declined to be recorded.

Nigerian CEOs of multi-national companies

Threats

“As a company that is involved in manufacturing the biggest headache is power.”

“The number two issue is the regulatory environment.”

“We have a very porous border in spite of the custom and excise...there is much smuggling taking place.”

“It (the tariff on imported tyres) is only 10% whereas the local cost of manufacturing is about 40% - more than in other climes.”

“The impact (of the global financial and economic crisis) that fed into Nigeria from external sources.”

“...there is the political issue which means that the longer term policies, the policies that impact longer term are not being addressed today.”

“Again all this is government bureaucracy.”

“Infrastructure is a problem. It is very difficult.”

“Because with everything you do you have to factor in diesel, you have to factor in, you know, electricity, you have to factor in man-hours lost due to traffic. You have to factor all these things in so the cost of doing business here is high”

“So what goes against us is physical infrastructure, it’s a peculiar system”

“We have a huge lack of skills”

“It is obvious that infrastructure is an issue. As you walked through our gates I am sure you must have seen two giant generators.”

“So, infrastructure is a problem.”

“But, there is also the challenge of the tax authorities.

“Now if there is no power, the entire organisation can’t work”

“And because there is such a shortage of quality people, this now goes back to another problem which is our educational system.”

“So, we have people issues. A lot of Nigerians unfortunately are not well exposed and the kinds of credentials they come with in terms of their degrees don’t offer much.”

“We have challenges hiring people at top levels.

“So, there is clearly a dearth of great people on both sides (company and client)”

‘It (skills and talent) is really, really challenging and it cuts across the industry but in marketing it is a big big problem”

“There is also an environmental issue of graft.”

“I think this is particularly peculiar in Nigeria: graft

Opportunities

“The opportunities are massive because irrespective of what you do the first and most important consideration is the market and with the huge population that we have in Nigeria the opportunities are always there for anything that you choose to do.”

“Because the economy is not yet at optimum level, there is so much growth.”

“The retail sector still represents a large opportunity.”

“The greatest opportunities and the greatest threat that we have and that is the regulatory environment.”

“The opportunities here, the opportunities here are major. You can make more money in this country doing the same job than you can elsewhere”

“The opportunities are huge but more importantly, as regards adverts in Nigeria, for me the golden years of advertising in Nigeria are still pretty far off”

“And look at the future, with the kind of potential that the Nigerian market has and population, if we can improve our living standards by getting our economy right and you are empowered in terms of disposable income”

“This is a big market. For opportunities, we haven’t started”

“So when I look at the private sector and I look at government the potential is huge”

Expatriate CEOs of multi-national companies

Threats

“It is in a business where governmental decisions hardly impact business. Which is not the case in Nigeria.”

“The market is not so bullish as it was in the last years because of the credit crunch in the construction industry.”

“getting enough supplies of gas or other raw materials which are necessary to produce the right quantities.”

“Other threats are security, safety...a new thing we have discovered in Nigeria is about security.”

“Because government is such a huge part of the economy....achieve economic growth and all that depends on oil.”

“...the development of this market is still driven by politics....there is still a lot of business driven by politics rather than necessarily influenced.”

“Lots of rules and regulations but they are never implemented.”

“People or key people is the most critical challenge.”

“The biggest threat so far is the uncertainty in the political environment.”

“So it’s the (in)consistency of policies.”

“I think the other issue is the poor infrastructure. Particularly power and the roads.”.

“The third challenge is skilled manpower both in technical and competency.”

“The business environment is also very challenging because of the corruption and other things.”

“Also because of the law and order problems, you don’t normally get some of the best people.”

“Attracting talent also becomes one of the issues because of the law and order problem.”

“With regards to infrastructure we realize that it is a problem. Electricity is a problem, connectivity to the internet is a problem”

“The second thing is significant distrust of the system, which whether is a political system or a financial system...”

“on the other hand there is too much political moves to stop over regulating”

“Yeah, regulation is not nearly as strong as enforcement of regulation.”

“So practices, like illegal practices in international services”

Opportunities

“Big opportunity is the possibility to upgrade the level of our staff in terms of , you know, competencies at all levels.”

“For me, the main potential here is 140 million people and this is the 140 million potential customers.”

“The biggest opportunity of course is the huge population which Nigeria hasso we definitely see a huge consumer base because of the population that is here.”

“So, there are a lot of opportunities because the categories (product) are still dominated by a few players.”

“Nigeria is probably the market that represents the most potential in almost any industry you can think of on the African continent and possibly the whole world”

“Financial services, once the biggest single opportunity in Nigeria is without a doubt a treasure”

“I mean this is an enormous market; I believe fifty millions of people...and so the people to buy is here and the money to buy is also here”

“So I think, maybe in summary, the people and money is here no question”

Appendix 11 Contextual influences derived from CEO comments on threats and opportunities

Contextual Influence	Threats and Opportunities as described by CEOs
Government influences on business	<p>It (the tariff on imported tyres) is only 10% whereas the local cost of manufacturing is about 40% - more than in other climes</p> <p>It (the previous company the CEO ran) is in a business where governmental decisions hardly impact business. Which is not the case in Nigeria .</p> <p>Excess tariffs and duties on our products</p> <p>Highly politicised environment</p> <p>Because government is such a huge part of the economy.....achieve economic growth and all that depends on oil</p> <p>...the development of this market is still driven by politics....there is still a lot of business driven by politics rather than necessarily influenced.</p> <p>A predatory approach to taxation by government</p> <p>Power, multiple taxation this and that.</p> <p>Government policy. Sales tax, VAT. Federal Government and Lagos State are collecting the same thing. WHT, education tax.</p> <p>A chunk of our business is actually being legislated away...actually some of the key products in insurance will actually be wiped away if we are not careful</p> <p>..the law has assisted in helping us...the enforcement of the different laws that are in existence that people don't know...the oil and gas, the law has helped also in that regard in terms of local content</p> <p>Government is charging you outrageously</p> <p>But there is also the challenge of the tax authorities</p> <p>I'm saying the environment is politically unstable</p> <p>Then, of course, you have all the official stuff like all the taxes and small things. So doing business here is very difficult</p> <p>We can carry a barge from here to there without ten government agencies on your neck for all kinds of things</p> <p>Again, all this government bureaucracy</p> <p>It is a business where governmental decisions hardly impact business, which is not the case in Nigeria</p> <p>The biggest threat, so far, is the uncertainty in the political environment</p> <p>The second thing is significant distrust of the system, which whether is a political system or a financial system</p> <p>Government still controls the commanding heights of construction end in spite of everything you see. Government is sitting on over 80% of the business.</p>
Competitor actions	<p>On a single street (in Nnewi) you will find 20 paint companies</p> <p>Get it (deposits) at all costs – bribe people, prostitute girls, girls bringing in deposits</p> <p>...because of the quality of purchasing power which is extremely low, what the manufacturers are doing within our sector is to try as much as possible to adulterate and fake.</p> <p>So we have to compete at the rate of our competitors here, the small tugs.</p> <p>They all operate on a very substandard level</p> <p>So the pros is there is not much competition</p> <p>So practices like illegal practices in international services</p> <p>There are too many players in the telecoms CDMA and those players are extremely irrational and unprofessional</p>

Contextual Influence	Threats and Opportunities as described by CEOs
Skills and talent	<p>Yes, threats in terms of skills</p> <p>There are also talent issues</p> <p>Big opportunity is the possibility to upgrade the level of our staff in terms of , you know, competencies at all levels.</p> <p>The quality also of human resources available to you is another issue</p> <p>High turnover of factory hands</p> <p>Work attitude of Nigerians in employment also creates a small challenge</p> <p>We have a huge lack of skills</p> <p>And because there is such a shortage of quality people, this now goes back to another problem which is our educational system</p> <p>So we have people issues. A lot of Nigerians unfortunately are not well exposed and the kinds of credentials they come up with in terms of their degrees don't offer much</p> <p>We have challenges hiring people at top levels</p> <p>So there is clearly a dearth of great people on both sides (company and client)</p> <p>It (lack of talent and skills) is really, really challenging and it cuts across the industry</p> <p>Talent in Nigeria is plenty but most of them go outside because they are not well rewarded in this country. So we need to build and harness our skill set in this economy. So talent management is a very big issue in this country.</p> <p>Our stock exchange is a major issue, we are not training people to understand what our growth stock should be</p> <p>People or key people is the most critical challenge</p> <p>The third challenge is skilled manpower both in technical and competency</p>
Social infrastructure	<p>Other threats are security, safety... a new thing we have discovered in Nigeria is about security</p> <p>Corruption , extortion and bribery</p> <p>But if we had reasonable security we wouldn't need to hire 3000 guards</p> <p>Infrastructural challengessocial and physical infrastructure...physical infrastructure – energy, power related issues.</p> <p>High level of corruption in the system also puts a lot of constraints on business managers</p> <p>Tribal family and friends issue is a big problem in Nigeria to date</p> <p>Unattractions were security</p> <p>You have to realize that just the fact that there is a great deal of poverty</p> <p>There is also an environmental issue of graft</p> <p>I think this is particularly peculiar in Nigeria: graft</p> <p>At micro level you have challenges of consumer, purchasing power issues</p> <p>The lack of power, the lack of security, the lack of import-export procedures</p> <p>You don't get an award just because you are the best or you have the best plans. You get the award because you know the right people and know how to talk to them.</p> <p>Where oil revenue is high, corruption is high because there is so much to gain and everybody wants a share of it</p> <p>Corruption *</p> <p>The business environment is also very challenging because of corruption and other things</p> <p>Also because of law and order problems, you don't normally get some of</p>

Contextual Influence	Threats and Opportunities as described by CEOs
	<p>the best people</p> <p>Attracting talent also becomes one of the issues because of the law and order problem.</p>
Physical infrastructure	<p>Lack of infrastructure and the inability of government to put in place structures that are viable and able to sustain businesses like ours</p> <p>(Lack of) infrastructure, telecoms, roads</p> <p>‘getting enough’ supplies of gas or other raw materials which are necessary to produce the right quantities</p> <p>We need 24 hour power and we need to generate most of it ourselves</p> <p>Infrastructural challengessocial and physical infrastructure...physical infrastructure – energy, power related issues.</p> <p>There is a high level of infrastructural deficit that challenges every budget</p> <p>Clearly one of them I would decide and tell you as infrastructure</p> <p>Not marketing infrastructure but manufacturing infrastructure</p> <p>There is very epileptic power</p> <p>The second is logistics...because the road conditions are not so good</p> <p>Infrastructure is a problem. It is very difficult</p> <p>Because with everything you do you have to factor in diesel, you have to factor in , you know, electricity, you have to factor in man-hours lost due to traffic. You have to factor all these things in so the cost of doing business here is high</p> <p>So what goes against us is physical infrastructure, it’s a peculiar system</p> <p>It is obvious that infrastructure is an issue. As you walked through our gates, I am sure you must have seen two giant generators.</p> <p>So infrastructure is a problem</p> <p>Now if there is no power, the entire organization can’t work</p> <p>With regards to infrastructure, we realize that it is a problem. Electricity is a problem. Connectivity to the internet is a problem</p> <p>The cost to run a business in Nigeria is 3,4 times what it is anywhere in the world</p> <p>The lack of power, the lack of security, the lack of import-export procedures</p> <p>The cost of living and doing business here is much higher than anywhere else in the world</p> <p>So the cost of living here is one major factor that makes it difficult</p> <p>The problem of infrastructure and that is basically the main problem for the job I have now</p> <p>Every morning I call my production manager, operations manager and ask how power is doing and how that affects our freezing system</p> <p>Traffic*</p> <p>Power *</p> <p>As a company that is involved in manufacturing the biggest headache is power</p> <p>I think the other issue is poor infrastructure. Particularly power and the roads</p> <p>(*) CEO declined to be taped. This is a paraphrase</p>
Large untapped market	<p>20 million deficit of housing structure that is a huge opportunity....about 200% existing capacity of the paint industry</p> <p>In terms of potential, you could say that there is potential in the industry because we have not tapped into all the areas we ought to be in.</p>

Contextual Influence	Threats and Opportunities as described by CEOs
	<p>If you can develop the capacity the business is there</p> <p>We sell anything we produce. It's a huge market</p> <p>The opportunities are massive because irrespective of what you do, the first and most important consideration is the market and with the huge population that we have in Nigeria, the opportunities are always there for anything that you choose to do.</p> <p>Because the economy is not yet at optimum level, there is so much growth. Great potential (i.e. the Nigerian market) and yes we can produce more commodities than we produce and there will be a market for it.</p> <p>The returns more than justify the effort that you put into it I don't know anywhere else where you can make that kind of money</p> <p>In a population of 140 – 150m in developing economies, it is not unusual to have a (banking) penetration rate of 80 to 90%, here it is less than 10%.</p> <p>Awareness and acceptability of products that we sell</p> <p>Market penetration is low</p> <p>The opportunity as I said is that there is the issue of a large market</p> <p>I could clearly see that the food industry here has a big opportunity</p> <p>The opportunities here, the opportunities here are major. You can make more money in this country doing the same job than you can elsewhere</p> <p>The opportunities are huge but more importantly as regards adverts in Nigeria, for me the golden years of advertising in Nigeria are still pretty far off.</p> <p>And look at the future, with the kind of potential that the Nigerian market has and population if we can improve our living standards by getting our economy right and you are empowered in terms of disposable income</p> <p>This is a big market. For opportunities we haven't started</p> <p>So when I look at the private sector and I look at the government the potential is huge.</p> <p>For me the main potential here is 140 million and this is 140 million customers</p> <p>The biggest opportunity of course is the huge population which Nigeria has ...so we definitely see a huge consumer base because of the population that is here</p> <p>So there a lot of opportunities because the categories (products) are still dominated by a few players</p> <p>We are seeing Nigeria even as we have internal pressures as a country people are still hungry for telecom services</p> <p>If you look at Nigeria in general there is a lot of untapped potential in the market</p> <p>So we are sitting on a goldmine in Nigeria</p> <p>The retail sector still represents a large opportunity</p> <p>Nigeria is probably the market that represents the most potential in almost any industry you can think of an the African continent and possibly the whole world</p> <p>Financial services, once the biggest single opportunity in Nigeria is without a doubt a treasure</p> <p>I mean this is an enormous market; I believe fifty millions of people.....and so the people to buy is here and the money to buy is also here</p> <p>So I think, maybe in summary, the people and money is here no question</p>

Contextual Influence	Threats and Opportunities as described by CEOs
Policy implementation and regulation enforcement	<p>Major challenge is uncertainty</p> <p>Poor government decision making e.g. unbanning of products with no notice to indigenous manufacturers of products e.g. tyres and palm oil</p> <p>Multiple issues around regulation and changes itself in government</p> <p>Imported goods – they are banned really but they are coming in and they are selling them at cheaper rates than we can sell</p> <p>The lack of power, the lack of security, the lack of import-export procedures</p> <p>The regulatory environment is unsteady</p> <p>Policy inconsistency and disruptive development that make long term planning and cohesive planning a big challenge</p> <p>In the whole economy, nobody is keeping to the rules</p> <p>Here nobody knows, there is no clarity, there is no transparency</p> <p>Government policy here is so fluid</p> <p>Nobody sticks to the contract ever</p> <p>The number two issue is the regulatory environment</p> <p>We have a very porous border in spite of the custom and excise...there is much smuggling taking place</p> <p>There is the political issue which means that the longer term policies, the policies that impact the longer term are not being addressed today</p> <p>The greatest opportunity and the greatest threat that we have and that is the regulatory environment</p> <p>So it is the (in)consistency of policies</p> <p>On the other hand there is too much political moves to stop over regulating</p> <p>Yeah, regulation is not nearly as strong as enforcement of regulation</p> <p>we don't enforce rules in this country</p>

Sample 1 (Multinational with Nigerian CEO)

The current competencies required of our Leaders are:

Strategic Thinking

Creativity

Leadership

Business Savvy

Decisiveness

Current Affairs Savvy

Integrity

Communication

Visionary

Proactive

Confidence

Humility

Sample 2 (National company with expatriate CEO)

- GOOD PLANNING SKILLS
- GOAL SETTING SKILLS
- COMMUNICATION SKILLS
- COACHING SKILLS
- FACILITATING SKILLS
- TEAM BUILDING SKILLS
- PERFORMANCE EVALUATION SKILLS
- ACCOUNTABILITY SKILLS
- SHARED VISION SKILLS
- EMPOWERMENT SKILLS
- ABILITY TO EXPLAIN COMPLEX CONCEPTS
- PROBLEM ANALYSIS SKILLS
- DELEGATION SKILLS

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Sample 3 (Multinational with Nigerian CEO)

Company X’s Leadership development programs are designed to accelerate the development of Leaders by building capabilities in enterprise-facing roles. They focus on creating alignment and ownership around Citi’s top priorities, strategy and management philosophy while continuing to build culture, sharpening of leadership skills, and strengthening the network of the Leaders.

COMPETENCY	DESCRIPTION
Serve Our Clients with Distinction	<ul style="list-style-type: none">✓ Sees success through the eyes of customers, clients and stakeholders.
Produce Results with Integrity	<ul style="list-style-type: none">✓ Manages complex organizations.✓ Performs complex risk and opportunity analyses based on aggregation of businesses in their area of responsibility.✓ Manages issues with deep complexity and ambiguity.✓ Examines critical business decisions and is able to make unpopular ones.✓ Facilitates organizational decision-making and drives critical initiatives effectively.
Lead Through Innovation	<ul style="list-style-type: none">✓ Identifies new opportunities and grows the business.✓ Develops and leverages existing products and services with new markets.✓ Anticipates and capitalizes on opportunities to create first-to-market innovations.✓ Acts as a change leader; anticipates change, articulates a vision, charts the course and garners support.
Build High Performing Teams	<ul style="list-style-type: none">✓ Works to define, shape, embody and embed Citi culture throughout the company.
Operate Strategically	<ul style="list-style-type: none">✓ Sets strategy.✓ Looks for synergies across multiple businesses.✓ Identifies and analyzes external factors impacting businesses.✓ Evaluates multiple strategies; determines the right mix of businesses for the company’s long-term sustainability.

	Foster/ Leverage Relationships	<ul style="list-style-type: none">✓ Ensures collaboration and synergies across Citi-wide businesses and functions.✓ Builds partnerships internally and externally, instilling confidence in the company among constituents.
	Communicate Effectively	<ul style="list-style-type: none">✓ Builds and markets the organization's Brand.✓ Communicates enterprise-wide objectives and priorities frequently to internal and external audiences.
	Manage Talent	<ul style="list-style-type: none">✓ Brokers talent across the organization.✓ Creates and executes talent strategies that promote mobility, growth, and retention of top talent.
	Demonstrate Personal Leadership	<ul style="list-style-type: none">✓ Visibly represents the company internally and externally.✓ Teaches and inspires managers by sharing personal experiences.

Dear HR Executive,

Thank you for agreeing to participate in this survey. The purpose of this survey is to inform and further the knowledge of senior leadership development in Nigeria. It follows an earlier study about CEO practices in Nigeria.

The aim of the survey is to find out which leadership competencies are regarded as important in the development of senior leaders and to identify the ways in which these are developed in practice.

The survey should take no more than 30 minutes to complete.

This survey is in two parts.

In Part I you are asked to:-

- Select from an inventory of leadership competencies, those that appear in your organisation's senior leadership competency set. (If you do not have a formally identified senior leadership competency set then please identify those competencies that are seen to be important in your organisation in developing potential senior leaders.)
- Rate the importance attributed to each selected competency to the long-term sustainable growth of your organisation.

In Part II you are asked to indicate which leadership development practices and methods are employed to develop the senior leadership competencies that you have selected in Part I.

The appendix includes more detailed explanations of the leadership development methods and practices listed in Part II.

Please print and complete this survey by April 16th 2010. You can either scan and return to me by email or send me an email once it is ready for pick up and I will arrange to do so.

I look forward to receiving your response.

Yours sincerely,

Omobola Johnson

Leadership Competence	Please indicate by ticking in the box which of these competencies appear in your organisation's senior leadership competency set or inform senior leadership development	On the ascending scale of importance below, please indicate how important each of the competencies you have ticked is to long term and sustainable growth of your organisation (where 1=minor importance and 3 = Critical importance)
1. Re-inventing, doing things differently	<input type="checkbox"/>	1 2 3
2. Learning and growing to take advantage of market opportunities and stay ahead of competition	<input type="checkbox"/>	1 2 3
3. Creating an atmosphere that encourages subordinates to be innovative and take risks	<input type="checkbox"/>	1 2 3
4. Thinking and strategising about how to take the company to the next level	<input type="checkbox"/>	1 2 3
5. Building for the long term while meeting short term needs;	<input type="checkbox"/>	1 2 3
6. Defining the vision and mission;	<input type="checkbox"/>	1 2 3
7. creating meaning and purpose for the organisation	<input type="checkbox"/>	1 2 3
8. Talking to people, reading widely and sharing knowledge	<input type="checkbox"/>	1 2 3
9. Using market information to get new leads on business opportunities	<input type="checkbox"/>	1 2 3
10. Anticipating internal and external environmental changes	<input type="checkbox"/>	1 2 3
11. Environmental scanning of technological changes, competitors, economic trends, social and cultural trends, political and legal developments	<input type="checkbox"/>	1 2 3
12. Ensuring that ideas proposed by business are executed to deliver high performance	<input type="checkbox"/>	1 2 3
13. Monitor delivery of results	<input type="checkbox"/>	1 2 3
14. Put implementation issues on the front burner;	<input type="checkbox"/>	1 2 3

15. Demonstrate determination when accomplishing goals	<input type="text"/>	1	2	3
16. Setting well defined objectives and defining tasks to achieve objectives	<input type="text"/>	1	2	3
17. Extracting clear goals from complicated pattern of events	<input type="text"/>	1	2	3
18. Going out and meeting key customers and key stakeholders to identify new business leads	<input type="text"/>	1	2	3
19. Discussing company performance and other issues customers and stakeholders may have with the business	<input type="text"/>	1	2	3
20. Using personal networks and relationships to attract business to the company	<input type="text"/>	1	2	3
21. Maintaining close personal contacts with high ranking government officials to obtain information for future planning operations	<input type="text"/>	1	2	3
22. Regularly communicating and developing informal friendships with third parties that are key to the success of the business e.g. suppliers of raw materials, distributors of finished goods, unions, government, local communities ;	<input type="text"/>	1	2	3
23. Meeting the diversity of interest of multiple stakeholders;	<input type="text"/>	1	2	3
24. Energising the workforce and getting people to take stretch assignments willingly	<input type="text"/>	1	2	3
25. Meeting and interacting with the workforce regularly to promote desired culture and behaviours	<input type="text"/>	1	2	3
26. Engaging in interactions that promote trust, respect and care for the individual	<input type="text"/>	1	2	3
27. Implementing aspirational policies that make people want to stay in the organisation;	<input type="text"/>	1	2	3
28. Listening to staff	<input type="text"/>	1	2	3

29. Celebrate people;	<input type="text"/>	1	2	3
30. Ensure people see, live and breathe the vision	<input type="text"/>	1	2	3
31. Meeting regularly with direct reports to ensure that the business is responding to changes in the market place	<input type="text"/>	1	2	3
32. Build relationships through communication in a collective way	<input type="text"/>	1	2	3
33. Empowering employees to take key decisions without constant guidance and direction	<input type="text"/>	1	2	3
34. Leading and coaching others to exercise sound judgement;	<input type="text"/>	1	2	3
35. Creating an environment that tolerates and encourages open debate and questioning of decisions	<input type="text"/>	1	2	3
36. Generating respect	<input type="text"/>	1	2	3
37. Building confidence in employees	<input type="text"/>	1	2	3
38. Providing the workforce with the skills and competencies required to take advantage of opportunities in the market place	<input type="text"/>	1	2	3
39. Deploying strategies for managing requests from third parties that are at variance with the cultural norms of the organisation	<input type="text"/>	1	2	3
40. Managing cultural expectations of the CEO role;	<input type="text"/>	1	2	3
41. Interacting with stakeholders at the corporate level	<input type="text"/>	1	2	3
42. Being visible in the external market place	<input type="text"/>	1	2	3
43. Being the public face of the organisation – media interviews, giving speeches, important press statements and participating in locally sponsored business forums;	<input type="text"/>	1	2	3
44. Exuding positive energy and enthusiasm	<input type="text"/>	1	2	3

45. Act as a role model and behaves in a way that followers admire	<input type="text"/>	1	2	3
46. Facilitating the connection between the local company and head office to ensure there is mutual understanding between the two parties in order for the local company to grow and flourish	<input type="text"/>	1	2	3
47. Using the CEO position in an individual or collaborative manner to engage in advocacy activities for industry, country, social and public good	<input type="text"/>	1	2	3
48. Possessing a heightened sense of responsibility and commitment to the country, industry, the company and community that drives a strong desire to leave something behind for future generations	<input type="text"/>	1	2	3
49. Sharing internal expertise, experience, best practice of the company to benefit the industry at large	<input type="text"/>	1	2	3
50. Creating rewards and incentives for people that do the right thing	<input type="text"/>	1	2	3
51. Talking about values and why they are important	<input type="text"/>	1	2	3
52. Standing up for what he or she believes in	<input type="text"/>	1	2	3
53. Displaying conviction of his or her ideals, values and beliefs	<input type="text"/>	1	2	3
54. Hiring and firing according to culture	<input type="text"/>	1	2	3
55. Making unpopular decisions and calls	<input type="text"/>	1	2	3
56. Emphasising the importance of being committed to organisation's values and beliefs	<input type="text"/>	1	2	3
57. Fostering team spirit and support of each other	<input type="text"/>	1	2	3
58. Motivating and building trust;	<input type="text"/>	1	2	3
59. Establishing trust with candour, transparency and honesty;	<input type="text"/>	1	2	3
60. Encouraging loyalty and cohesiveness	<input type="text"/>	1	2	3
61. Creating team spirit and share successes	<input type="text"/>	1	2	3

62. Upgrading the team using every opportunity to evaluate, coach and build self confidence	<input type="checkbox"/>	1	2	3
63. Financial acumen	<input type="checkbox"/>	1	2	3
64. Maintaining a global mindset	<input type="checkbox"/>	1	2	3

Part II

For each of the leadership competencies that you have selected in Part I of this survey please indicate the leadership development method(s) or practice(s) that you employ to develop this competence in your senior leadership. A more detailed description of the methods employed is included in Appendix I of this document.

Leadership Competence	Knowledge based e.g. classroom training, personal reading, research	Learning through others (networks, mentoring, coaching)	On-the-job experience(job rotation, stretch assignments, action learning)	Simulated experience (case studies)	Behavioural feedback(360 degree feedback, assessment centres)	Experiential learning, outside the job (wider networking community involvement)	Learning through others(mentoring, coaching, facilitating, involvement in leadership development programmes)
1. Re-inventing, doing things differently	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Learning and growing to take advantage of market opportunities and stay ahead of competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Creating an atmosphere that encourages subordinates to be innovative and take risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Thinking and strategising about how to take the company to the next level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Building for the long term while meeting short term needs;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Defining the vision and mission;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. creating meaning and purpose for the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Talking to people, reading widely and sharing knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Using market information to get new leads on business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

opportunities							
10. Anticipating internal and external environmental changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Environmental scanning of technological changes, competitors, economic trends, social and cultural trends, political and legal developments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Ensuring that ideas proposed by business are executed to deliver high performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Monitor delivery of results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Put implementation issues on the front burner;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Demonstrate determination when accomplishing goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Setting well defined objectives and defining tasks to achieve objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Extracting clear goals from complicated pattern of events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Going out and meeting key	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

customers and key stakeholders to identify new business leads							
19. Discussing company performance and other issues customers and stakeholders may have with the business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Using personal networks and relationships to attract business to the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Maintaining close personal contacts with high ranking government officials to obtain information for future planning operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Regularly communicating and developing informal friendships with third parties that are key to the success of the business e.g. suppliers of raw materials, distributors of finished goods, unions, government, local communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Meeting the diversity of interest of multiple stakeholders;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Energising the workforce and getting people to take stretch assignments willingly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Meeting and interacting with the workforce regularly to promote desired culture and behaviours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Engaging in interactions that promote trust, respect and care for the individual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Implementing aspirational policies that make people want to stay in the organisation;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Listening to staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Celebrate people;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Ensure people see, live and breathe the vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Meeting regularly with direct reports to ensure that the business is responding to changes in the market place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Build relationships through communication in a collective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

way							
33. Empowering employees to take key decisions without constant guidance and direction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Leading and coaching others to exercise sound judgement;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Creating an environment that tolerates and encourages open debate and questioning of decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Generating respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Building confidence in employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Providing the workforce with the skills and competencies required to take advantage of opportunities in the market place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Deploying strategies for managing requests from third parties that are at variance with the cultural norms of the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Managing cultural expectations of the CEO role;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

41. Interacting with stakeholders at the corporate level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Being visible in the external market place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Being the public face of the organisation – media interviews, giving speeches, important press statements and participating in locally sponsored business forums;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Exuding positive energy and enthusiasm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Act as a role model and behaves in a way that followers admire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Facilitating the connection between the local company and head office to ensure there is mutual understanding between the two parties in order for the local company to grow and flourish	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Using the CEO position in an individual or collaborative manner to engage in advocacy activities for industry, country, social	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

and public good							
48. Possessing a heightened sense of responsibility and commitment to the country, industry, the company and community that drives a strong desire to leave something behind for future generations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Sharing internal expertise, experience, best practice of the company to benefit the industry at large	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Creating rewards and incentives for people that do the right thing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Talking about values and why they are important	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Standing up for what he or she believes in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Displaying conviction of his or her ideals, values and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Hiring and firing according to culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Making unpopular decisions and calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Emphasising the importance of being committed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

to organisation's values and beliefs							
57. Fostering team spirit and support of each other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Motivating and building trust;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Establishing trust with candour, transparency and honesty;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. Encouraging loyalty and cohesiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Creating team spirit and share successes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Upgrading the team using every opportunity to evaluate, coach and build self confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Financial acumen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. Maintaining a global mindset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Development Practice/Activity	Method	Description
Knowledge Based	Classroom training	Formal learning approaches with key learning points
Learning through others	Mentors	Committed, long term relationship where a seasoned, experienced person supports the development of a more junior person or novice
	Networking	Interactions of peer groups. Electronic dialogue to share mutual challenges and opportunities.
	Executive coaching	Goal focused one on one learning
On the job	Job Rotation	Committee assignments, cross-organisational councils, lateral transfers across disciplines, divisions and geographies
	Stretch assignments	Stretch job assignments (sometimes early in the career of the employee) that are matched to the individual's assessed developmental needs
	Experiential learning/Action learning	Simulations/case studies based on real life issues, actual or past business decisions and scenarios. Participants work in groups, decide how they would handle and present to senior executive team
	Team based activities (in the realization that leadership is a function of the team	Team examining current performance in certain areas in comparison with ideal high performing team. Team reviewing and finding more effective ways of working. Team working together to solve a problem or create a product. Leader plays a principal role.
Simulation experiences	Case studies	Case studies based on real life issues, actual or past business

		decisions and scenarios. Participants work in groups, decide how they would handle and present to senior executive team
Behavioural feedback	Assessment centres	Puts candidates through several days of intensive activities that evaluate planning, organizing, decision making and leadership ability
	360 degree feedback	Assessment surveys of an individual's competencies by peers, superiors, subordinates and the individual.
	Action planning/ Individual development plans	HR and executives actively participating to develop an action plan for an individual – skills to leverage, areas to improve upon based on behavioural feedback. Follow up meetings to measure progress and consider next roles including offshore assignments
Experiential Learning	Community involvement	Serving on the Board of Directors of a non-profit organization or participation in community based non-profit organisations.
Learning through teaching others	Senior executive involvement in teaching and facilitating leadership development	CEOs and senior executives teaching and sharing from/passing their experiences on - “teachable points of view”
	Mentors (Leader is a mentor)	Committed, long term relationship where a seasoned, experienced person supports the development of a more junior person or novice
	Executive coaching (Leader is a coach)	Goal focused one on one learning

CEO Practice	CEO competency
Driving Innovation	<p>Reinventing, doing things differently (p2) Learning and growing to take advantage of market opps and stay ahead of competition (p2)</p> <p>Creating an atmosphere that encourages subordinates to be innovative and take risks</p>
Strategic Thinking	<p>Thinking and strategising about how to take the company to the next level (p2)</p> <p>Building for the long term while meeting short term needs Defining the vision and mission Creating meaning and purpose for the organisation Maintaining a global mindset</p>
Environmental Scanning	<p>Talking to people, reading widely, sharing knowledge (p2) Using market information to get new leads on business opportunities (p2)</p> <p>Anticipating internal and external environmental changes Environmental scanning of tech changes, competitors, economic trends, social and cultural trends, political and legal developments</p>
Execution Mgmt and Monitoring	<p>Ensuring that ideas proposed by business are executed to deliver high performance (p2) Monitor delivery of results (p2) Put implementation issues on the front burner (p2)</p>

Demonstrate determination when accomplishing goals
Setting well defined objectives and defining tasks to achieve objectives
Extracting clear goals from complicated pattern of events
pattern of events

Marketing

Going out and meeting key customers and key stakeholders to identify new business leads (p2)
Discussing company performance and other issues customers and stakeholders may have with the business (p2)

Developing and leveraging the network

Using personal networks and relationships to attract business to the company (p2)
Maintaining close personal contacts with high ranking government officials to obtain information for future planning
Operations

Engaging external stakeholders

Regularly communicating and developing informal friendships with third parties that are key to the success of the business (p2)
Meeting the diversity and interest of multiple stakeholders

Driving and sustaining culture

Meeting and interacting with the workforce regularly to promote desired culture and behaviours (p2)
Hiring and firing according to culture

Engaging the workforce

Energising the workforce and getting people to take stretch assignments willingly (p2)
Engaging in interactions that promote trust

	<p>respect and</p> <p>care for the individual (p2)</p> <p>Implementing aspirational policies that make people want to stay in the organisation (p2)</p> <p>Listening to staff</p> <p>Celebrating people</p> <p>Ensure people live see and breathe the vision</p>
Engaging with the top management team	<p>Meeting regularly with direct reports to ensure that business is responding to changes in the market place (p2)</p> <p>Build relationships through communication in a collective way</p>
Empowering the workforce	<p>Empowering employees to take key decisions without constant guidance and direction (p2)</p> <p>Leading and coaching others to exercise sound judgment</p> <p>Creating an environment that tolerates and encourages open debate and questioning of decisions</p> <p>Generating respect</p> <p>Building confidence in employees</p>
Skills and talent development	<p>Providing the workforce with the skills and competencies required to take advantage of opportunities in the market place (p2)</p> <p>Upgrading the team using every opportunity to evaluate, coach and build self confidence</p>
Managing irrational requests	<p>Deploying strategies for managing requests from third parties that are at variance with the cultural norms of the organisation (p2)</p> <p>Managing the cultural expectations of the CEO (p2)</p>

Demonstrating presence

Interacting with stakeholders at the corporate level
Being visible in the external market place (p2)
Being the public face of the organisation - media interviews
giving speeches, important press statements and participating in locally sponsored business forums
Exuding positive energy and enthusiasm

Connecting parent company

Facilitating the connection between the local company and head office to ensure there is mutual understanding between the two parties in order for the local company to grow and flourish (p2)

Advocacy

Using the CEO position in an individual or collaborative manner to engage in advocacy activities for the industry, country, social and public good (p2)

Legacy

Possessing a heightened sense of responsibility and commitment to the country, industry, the company and community that drives a strong desire to leave something behind for future generations (p2)

Stewardship

Sharing internal expertise, experience, best practices of the company to benefit the industry at large (p2)

Providing ethical and moral leadership

Acts as a role model and behaves in a way that others admire
Creating rewards and incentives for people that do the right thing

	<p>Talking about values and why they are important</p> <p>Standing up for what he or she believes in</p> <p>Displays conviction for his or her ideals, values and Beliefs</p> <p>Making unpopular decisions and calls</p> <p>Emphasising the importance of being committed to the organisation's values and beliefs</p>
<p>Fostering team spirit and cohesiveness</p>	<p>Fostering team spirit and support of each other</p> <p>Motivating and building trust</p> <p>Establishing trust with candour, transparency and honesty</p> <p>Encouraging loyalty and cohesiveness</p> <p>Creating team spirit and sharing successes</p>
<p>Financial acumen</p>	<p>Financial acumen</p>

Note: Highlighted in red are practices that were discovered in project 2, while those in black are additional practices discovered in the earlier systematic review.

(i) Level of awareness of contextually influenced practices (national companies with Nigerian CEOs)

Leadership Practice	Number of available practices	Number of included practices	Inclusion Index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	15	14	93.3	2.78
Strategic Thinking	25	19	76	2.95
Marketing	10	9	90	2.9
Developing and leveraging the network	10	9	90	2.68
Engaging with external stakeholders	10	9	90	2.78
Driving and sustaining culture	10	8	80	3.0
Empowering the workforce	25	23	92	2.85
Skills and talent development	10	10	100	2.80
Managing irrational requests	10	7	70	2.38
Demonstrating presence	20	15	75	2.64
Connecting with parent company	5	3	60	3.0
Advocacy	5	3	60	3.0
Legacy	5	3	60	3.0
Stewardship	5	4	80	2.5

(ii)Level of awareness and importance of contextually influenced competencies (Multi-national companies with Nigerian CEOs)

Leadership Competency	Number of available practices	Number of included practices	Inclusion index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	12	12	100	2.83
Strategic Thinking	20	17	85	2.88
Marketing	8	8	100	2.88
Developing and leveraging the network	8	7	87.5	2.58
Engaging with external stakeholders	8	7	87.5	3.0
Driving and sustaining culture	8	7	87.5	3.0
Empowering the workforce	20	19	95	2.88
Skills and talent development	8	7	87.5	2.58
Managing irrational requests	8	7	87.5	2.58
Demonstrating presence	16	12	75	2.92
Connecting with parent company	4	4	100	3.0
Advocacy	4	2	50	3.0
Legacy	4	4	100	2.75
Stewardship	4	3	75	2.67

(iii)Level of awareness and importance of contextually influenced practices (national companies with expatriate CEOs)

Leadership Practice	Number of available practices	Number of included practices	Inclusion index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	12	12	100	2.67
Strategic Thinking	20	20	100	2.45
Marketing	8	6	75	2.75
Developing and leveraging the network	8	5	62.5	2.42
Engaging with external stakeholders	8	5	62.5	2.0
Driving and sustaining culture	8	7	87.5	2.42
Empowering the workforce	20	20	100	2.65
Skills and talent development	8	7	87.5	2.71
Managing irrational requests	8	3	37.5	2.25
Demonstrating presence	20	10	50	2.25
Connecting with parent company	4	2	50	2.5
Advocacy	4	3	75	1.67
Legacy	4	3	75	2.0
Stewardship	4	3	75	2.33

(iv)Level of awareness and importance of contextually influenced competencies (multi-national companies with expatriate CEOs)

Leadership Practice	Number of available practices	Number of included practices	Inclusion index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	15	12	80	2.33
Strategic Thinking	25	21	84	2.62
Marketing	10	8	80	1.9
Developing and leveraging the network	10	8	80	2.13
Engaging with external stakeholders	10	9	90	1.9
Driving and sustaining culture	10	9	90	2.0
Empowering the workforce	25	21	84	2.09
Skills and talent development	10	9	90	2.23
Managing irrational requests	10	8	80	1.83
Demonstrating presence	20	17	85	2.26
Connecting with parent company	5	5	100	2.6
Advocacy	5	4	80	2.25
Legacy	5	4	80	2.75
Stewardship	5	4	80	2.5

(v)Level of awareness and importance of context neutral practices (national companies with Nigerian CEOs)

Leadership Practice	Number of available practices	Number of included practices	Inclusion Index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	15	14	93.3	2.78
Strategic Thinking	25	19	76	2.95
Marketing	10	9	90	2.9
Developing and leveraging the network	10	9	90	2.68
Engaging with external stakeholders	10	9	90	2.78
Driving and sustaining culture	10	8	80	3.0
Empowering the workforce	25	23	92	2.85
Skills and talent development	10	10	100	2.80
Managing irrational requests	10	7	70	2.38
Demonstrating presence	20	15	75	2.64
Connecting with parent company	5	3	60	3.0
Advocacy	5	3	60	3.0
Legacy	5	3	60	3.0
Stewardship	5	4	80	2.5
Environmental scanning	20	17	85	2.79
Execution Management and Monitoring	30	25	83	2.89
Engaging the workforce	30	25	83	2.85
Engaging with the top management team	10	9	90	2.8
Providing ethical and moral leadership	35	29	64	2.59
Fostering team spirit and cohesiveness	25	21	84	2.76
Financial acumen	5	5	100	3.0

(vi)Level of awareness and importance of context neutral practices (Multi-national companies with Nigerian CEOs)

Leadership Competency	Number of available practices	Number of included practices	Inclusion index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	12	12	100	2.83
Strategic Thinking	20	17	85	2.88
Marketing	8	8	100	2.88
Developing and leveraging the network	8	7	87.5	2.58
Engaging with external stakeholders	8	7	87.5	3.0
Driving and sustaining culture	8	7	87.5	3.0
Empowering the workforce	20	19	95	2.88
Skills and talent development	8	7	87.5	2.58
Managing irrational requests	8	7	87.5	2.58
Demonstrating presence	16	12	75	2.92
Connecting with parent company	4	4	100	3.0
Advocacy	4	2	50	3.0
Legacy	4	4	100	2.75
Stewardship	4	3	75	2.67
Environmental scanning	16	14	87.5	2.38
Execution Management and Monitoring	24	18	75	2.21
Engaging the workforce	24	21	87.5	2.46
Engaging with the top management team	8	6	75	2.0
Providing ethical and moral leadership	28	24	85.7	2.36
Fostering team spirit and cohesiveness	20	16	80	2.10
Financial acumen	4	4	100	3.0

(vii) Level of awareness and importance of context neutral practices (national companies with expatriate CEOs)

Leadership Practice	Number of available practices	Number of included practices	Inclusion index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	12	12	100	2.67
Strategic Thinking	20	20	100	2.45
Marketing	8	6	75	2.75
Developing and leveraging the network	8	5	62.5	2.42
Engaging with external stakeholders	8	5	62.5	2.0
Driving and sustaining culture	8	7	87.5	2.42
Empowering the workforce	20	20	100	2.65
Skills and talent development	8	7	87.5	2.71
Managing irrational requests	8	3	37.5	2.25
Demonstrating presence	20	10	50	2.25
Connecting with parent company	4	2	50	2.5
Advocacy	4	3	75	1.67
Legacy	4	3	75	2.0
Stewardship	4	3	75	2.33
Environmental scanning	16	9	56	2.58
Execution Management and Monitoring	24	19	79	2.85
Engaging the workforce	24	23	96	2.69
Engaging with the top management team	8	8	100	2.75
Providing ethical and moral leadership	28	23	82	2.7
Fostering team spirit and cohesiveness	20	19	95	2.75
Financial acumen	4	4	100	2.5

(viii) Level of awareness and importance of context neutral practices (multi-national companies with expatriate CEOs)

Leadership Practice	Number of available practices	Number of included practices	Inclusion index (%)	Importance Index (1=minor importance and 3 = critically important)
Driving Innovation	15	12	80	2.33
Strategic Thinking	25	21	84	2.62
Marketing	10	8	80	1.9
Developing and leveraging the network	10	8	80	2.13
Engaging with external stakeholders	10	9	90	1.9
Driving and sustaining culture	10	9	90	2.0
Empowering the workforce	25	21	84	2.09
Skills and talent development	10	9	90	2.23
Managing irrational requests	10	8	80	1.83
Demonstrating presence	20	17	85	2.26
Connecting with parent company	5	5	100	2.6
Advocacy	5	4	80	2.25
Legacy	5	4	80	2.75
Stewardship	5	4	80	2.5
Environmental scanning	20	16	80	2.07
Execution Management and Monitoring	30	25	83	2.43
Engaging the workforce	30	27	90	2.15
Engaging with the top management team	10	8	80	2.33
Providing ethical and moral leadership	35	33	94	2.48
Fostering team spirit and cohesiveness	25	22	88	2.17
Financial acumen	5	5	100	2.6

1. Introduction and welcome
 - a. Introduction of participants
 - b. Objectives and purpose of focus groups
2. Research Study Explanation/Presentation (*to establish aligned understanding and interpretation of terms*)
 - a. Walkthrough of 18 contextually influenced CEO practices
 - b. Walkthrough of leadership development methods
 - c. Recap of survey instrument
 - d. Presentation of high level findings (limited to companies with Nigerian CEOs only)
3. Briefing of workshop/breakout process
 - a. Explanation of breakout process expectations
 - i. questions to be asked, templates to be used , timing and feedback session to share findings with rest of group
 - b. Guided walkthrough of one practice with the entire group
 - c. Break out group assignments - *critically discuss reasons why the leadership development method has been chosen, provide real life illustrations where possible and discuss to establish consensus on the most appropriate method and why (break out groups should be an equal mix of nationals and multi-national companies to the greatest extent possible)*
4. Break out session
5. Feedback to entire group
 - a. One person makes presentation on behalf of group
 - b. Members not in group qualify, validate their findings
6. Wrap up and close
 - a. Each member makes a statement about what was learnt and insights they have taken away

For each leadership practice that you have been assigned please complete this template:

LEADERSHIP PRACTICE _____

- 1. Why is this particular method highly used for this practice?
- 2. What are some good real life illustrations of this method?
- 3. What are some good illustrations of alternative methods?
- 4. For some practices there are no highly used methods, why?
- 5. For practices where there are no highly used methods is there a need for better methods?
- 6. For some practices, some methods are not used at all, why?
- 7. How would you explain the low use of some methods?
- 8. Can we explain the difference (if any) between national companies and multi-national companies?

Focus Group Session Protocol

Introduction of members

Introduction of research proposal and presentation of findings

As described in the focus group methodology,

1. Participants will be HR executives of national companies with Nigerian CEOs plus anchor for leadership development programmes at LBS – 9 out of fourteen HR executives participated. An invitation to participate in the focus group will be extended to all fourteen?
2. Envisage a half day session – 4 -5 hours (30 minutes to establish aligned understanding and interpretation of terms and 3¹/₂ hours to discuss each leadership practice in detail – 10 to 15 minutes.
3. Start session by going through definition and explanation of contextually influenced leadership practice and developmental activities/leadership development methods to establish the same level of understanding and interpretation of the terms that will define the discussion going forward.
4. Use Table 6 as the basis for further discussion – critically discuss reasons why the LD methods include have been chosen and then work through intense debate and discussion to establish consensus on the most appropriate method(s) and why.
5. Rapporteurs will be engaged to document proceedings.